CITY OF TORRANCE - EMERGENCY SERVICES

Emergency Operations Plan (EOP)

Executive Summary

3300 CIVIC CENTER DRIVE, TORRANCE, CA 90503

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The City of Torrance Emergency Operations Plan (EOP) was written in compliance with California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) guidelines, recommendations and requirements at the time of its publishing. The plan was developed with a multi-hazard perspective to make it applicable to the widest range of emergencies and disasters, both natural and human caused. The plan, however, should serve as a guidance document and not impede Incident Commanders and Emergency Operations Center Directors from retaining the flexibility to modify procedures and/or organization structure, as necessary, to accomplish the emergency/disaster response and recovery missions in the context of a particular hazard scenario.

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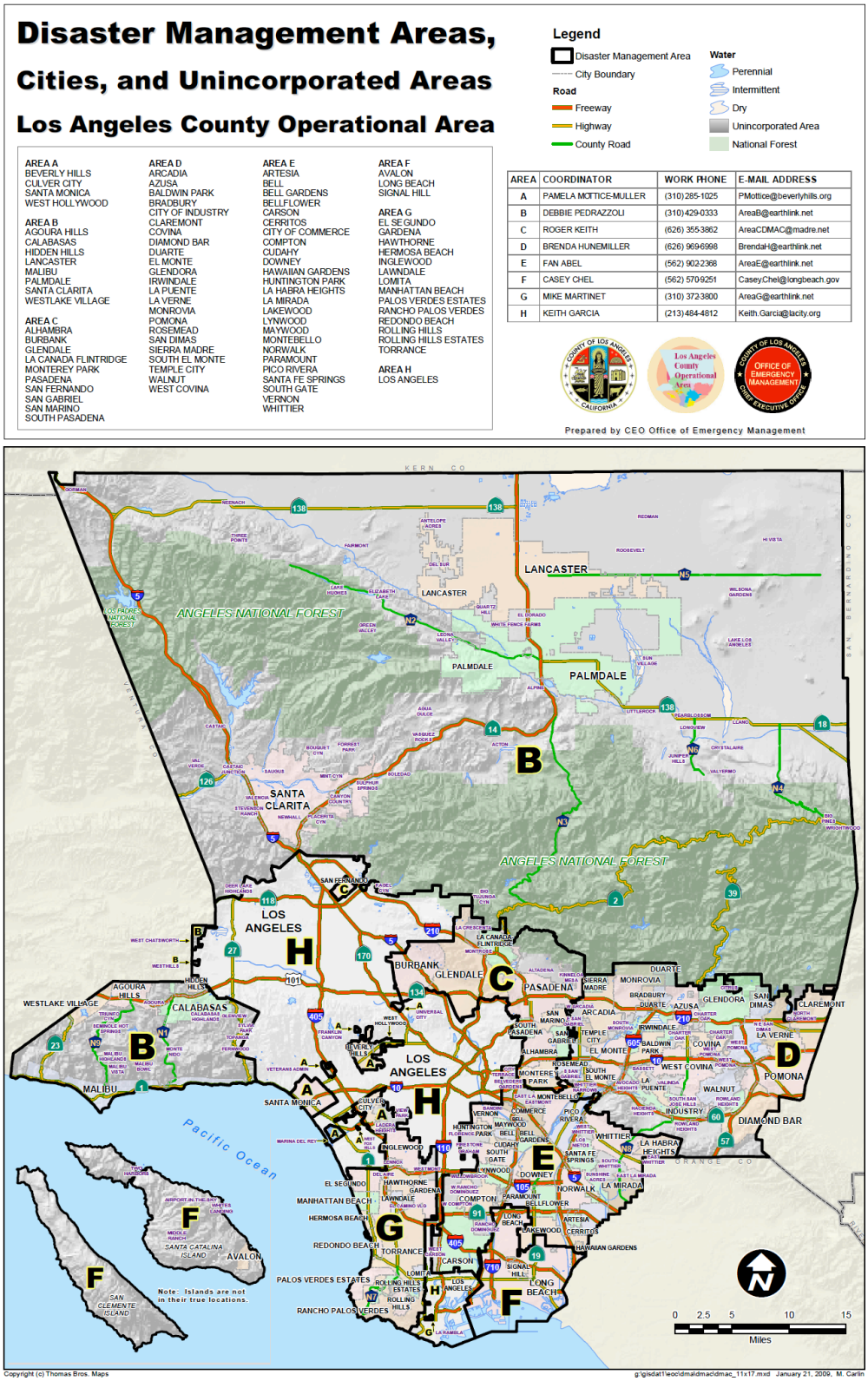

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FOREWORD

This Executive Summary of the City of Torrance Emergency Operations Plan (EOP) highlights the City's planned response to extraordinary emergency/disaster situations associated with natural disasters, human caused events, technological incidents, and national security emergencies. The EOP does not address normal day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in the plan focus on potential large-scale disasters that can generate unique situations requiring unusual responses when day to day resources are overwhelmed.

The EOP is a preparedness document - intended to be read, understood, and exercised prior to an emergency/disaster. It is designed to include the City of Torrance as part of the Los Angeles Operational Area. The plan incorporates concepts and principles from the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS) into the City's emergency operations. The plan is flexible enough to use in all emergencies and will facilitate response and short-term recovery activities.

The plan provides basic planning information. City departments must prepare standard operating procedures (SOPs) and, in most cases, more detailed checklists that will describe their internal operations under emergency/disaster conditions.

ASSUMPTIONS

- The City of Torrance is primarily responsible for emergency/disaster actions and will commit all available resources to save lives, minimize injury to persons, preserve the environment, minimize damage to property, and mitigate disasters.
- The City of Torrance will utilize SEMS and NIMS in emergency/disaster response operations.
- The City will use the Incident Command System (ICS) and the Multi-agency Coordination System (MACS) at all major incidents and events.
- The Director of Emergency Services, the City Manager, will coordinate the City's disaster response in conformance with its Emergency Services Organization (Section 16.2.5 of Article 2 of Chapter 6 of Division 1 of the Torrance Municipal Code).
- The City of Torrance will participate in the Los Angeles County Operational Area, hereafter referred to as the "Operational Area" in the plan unless otherwise noted.
- The resources of the City of Torrance will be made available to local agencies and citizens to cope with disasters affecting this area.
- The City will commit its resources to a reasonable degree before requesting mutual aid assistance.
- Mutual aid assistance will be requested when disaster relief requirements exceed the City's ability to meet them.

EMERGENCY/DISASTER MANAGEMENT GOALS

- Provide effective life safety measures, minimize the environmental impact, and reduce property loss.
- Provide for the rapid resumption of impacted businesses and community services.
- Provide accurate documentation and records required for cost recovery efforts.

ORGANIZATION OF THE EMERGENCY OPERATIONS PLAN

- Part One - Basic Plan - Intended audience - *EOC Management Team.*
    - Overall organizational and operational concepts relative to response and recovery.
- Part Two – Emergency Organization Functions - Intended audience - *EOC staff.*
    - Description of the emergency/disaster response organization, checklists and reference material.
    - Appendixes – Containing the emergency/disaster organization's notification numbers and other essential numbers.
- Part Three, Hazard Annexes - Intended audience - *EOC staff.*
    - Hazard specific plans,
    - Operational plans,
    - Standard operating procedures
- Part Four, EOC Forms - Intended audience - *EOC staff.*
- Part Five, Acronyms and Glossary - Intended audience - *EOC staff.*

ACTIVATION OF THE EOP

- On the order of the Director of Emergency Services, who is designated by the City of Torrance's Municipal Code (Section 16.2.4 of Article 2 of Chapter 6 of Division 1), provided that the existence or threatened existence of a Local Emergency has been proclaimed in accordance with the ordinance.
- When the Governor has proclaimed a State of Emergency in an area including this jurisdiction.
- Automatically on the proclamation of a State of War Emergency as defined in California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the California Government Code).
- A Presidential declaration of a National Emergency.
- Automatically on receipt of an attack warning or the observation of a nuclear detonation.

APPROVAL AND PROMULGATION

The EOP will be reviewed by all departments/agencies assigned a primary function in the Emergency Responsibilities Matrix (**Figure 1 - Emergency Responsibilities Matrix**). Upon completion of review and written concurrence by these departments/agencies, the EOP will be submitted to the City of Torrance Disaster Council for review and recommendation to the City Council for approval and adoption and then to the California Emergency Management Agency (Cal EMA), Southern Region, for final review.

TRAINING, EXERCISING, AND MAINTENANCE OF EOP

The Emergency Services Coordinator (ESC) is responsible for coordination and scheduling of training and exercising of the plan. The City of Torrance's Emergency Preparedness (E-Prep) Team will conduct/coordinate regular exercises of the plan to train all necessary City staff in the proper response to disaster situations.

The EOP will be reviewed regularly to ensure that plan elements are valid and current. Each responsible department, organization, or agency will review and upgrade its portion of the EOP and/or modify its Standardized Operating Procedures (SOP) as required based on identified deficiencies experienced in drills, exercises, or actual occurrences and as required by SEMS and NIMS regulations. Changes in government structure and emergency response organizations will also be considered in the EOP revisions. The City ESC is responsible for revising the EOP to enhance the conduct of response and recovery operations. Additionally, the City ESC will also prepare, coordinate, publish, and distribute any necessary changes to the plan to all City departments and other agencies as shown on the distribution list (**Table 1 - EOP Distribution List**).

The City ESC will also review documents that provide the legal basis for emergency planning to ensure conformance to SEMS/NIMS requirements and modify the EOP as necessary.

FIGURE 1 - EMERGENCY RESPONSIBILITIES MATRIX

P=Primary S=Support

City Emergency/Disaster Responsibilities Matrix MANANGEMENT SECTION	Policy Group	EOC Director	EOC Deputy Director	Liaison Officer	EOC Coordinator	Safety Officer	Security Officer	P.I.O.	Legal Advisor
City Council	P								
City Attorney									P
City Clerk									
City Manager		P		P					
City Treasurer									
Communications & Information Technology									
Community Development									
Community Services									
Finance									
Fire			P					S	
General Services									
Human Resources						P			
Police			P		P		P	S	
Public Works									
Transit									
TARA									
CERT									
ADT									
Utility Companies									
Torrance Unified School District									
Red Cross/Salvation Army									
Hospitals									

City Emergency/Disaster Responsibilities Matrix OPERATIONS SECTION	Operations Section Chief	Law Branch	Coroner Unit	Animal Control Unit	Fire Branch	Care & Shelter Branch	Medical/Health Branch	Public Works Branch	Building & Safety Unit
City Council									
City Attorney									
City Clerk									
City Manager									
City Treasurer									
Communications & Information Technology									
Community Development									P
Community Services						P			
Finance									
Fire	P				P		P		
General Services									
Human Resources									
Police	P	P	S	P					
Public Works	P							P	P
Transit									
TARA									
CERT						S			
ADT				S		S			
Utility Companies								S	S
Torrance Unified School District						S			
Red Cross/Salvation Army						S			
Hospitals							S		

City Emergency/Disaster Responsibilities Matrix PLANNING & INTELLIGENCE SECTION	Planning & Intelligence Section Chief	Situation Status Unit	Business/Industry Liaison	Documentation Unit	Damage Assessment Unit	Advance Planning Unit	Recovery Planning Unit	Demobilization Unit	Ham Radio Data Analyst	OARRS Operator	Technical Specialists
City Council											
City Attorney											
City Clerk											
City Manager			P								
City Treasurer											
Communications & Information Technology					S						S
Community Development	P	P		P	P	P	P	P			P
Community Services											
Finance											
Fire		S			S						
General Services											
Human Resources											
Police		S			S				P	P	
Public Works		S			P						
Transit											
TARA		S			S						
CERT					S						
ADT											
Utility Companies											
Torrance Unified School District											
Red Cross/Salvation Army											
Hospitals											

City Emergency/Disaster Responsibilities Matrix LOGISTICS SECTION	Logistics Section Chief	Information Systems Branch	Communication Unit	Information Technology Unit	Personnel Branch	Volunteer Services Unit	Clerical Support Services Unit	Support Branch	Transportation Unit	Procurement Unit	Facilities Unit
City Council											
City Attorney							S				
City Clerk							S				
City Manager							S				
City Treasurer							S				
Communications & Information Technology		P	P	P			S				
Community Development							S				
Community Services						S	S				
Finance							S			P	
Fire							S				
General Services	P						S		S		P
Human Resources					P	P	S				
Police							S				
Public Works							S				
Transit							S	P	P		
TARA							S				
CERT							S				
ADT							S				
Utility Companies											
Torrance Unified School District											
Red Cross/Salvation Army											
Hospitals											

City Emergency/Disaster Responsibilities Matrix FINANCE & ADMINISTRATION SECTION	Finance/Administation Section Chief	Compensation & Claims Unit	Cost Recovery Unit	Purchasing Unit	Time Unit	Cost Analysis Unit
City Council						
City Attorney		S				
City Clerk						
City Manager						
City Treasurer				S	S	S
Communications & Information Technology						
Community Development						
Community Services						
Finance	P	S	P	P	P	P
Fire						
General Services						
Human Resources		P				
Police						
Public Works						
Transit						
TARA						
CERT						
ADT						
Utility Companies						
Torrance Unified School District						
Red Cross/Salvation Army						
Hospitals						

TABLE 1 - EOP DISTRIBUTION LIST	
DEPARTMENTS/AGENCIES RECEIVING COPIES OF THE EMERGENCY OPERATIONS PLAN	**NO. OF COPIES**
California Emergency Management Agency (Cal EMA), Southern Region	1
COT Emergency Operations Center	5
COT Alternate Emergency Operations Center	5
Mayor and City Council	7
Director of Emergency Services (City Manager)	1
Assistant Director of Emergency Services (Assistant City Manager)	1
Deputy Director of Emergency Services (Chief of Police)	1
Emergency Services Coordinator	1
City Attorney Department	1
City Clerk Department	1
City Treasurer Department	1
Communications & Information Technology Department	1
Community Development Department	1
Community Services Department	1
Finance Department	1
Fire Department	1
General Services Department	1
Human Resources Department	1
Police Department	1
Public Works Department	1
Transit Department	1

PART ONE - BASIC PLAN

PART ONE ORGANIZATION

Part One of the EOP is organized into twelve sections as outlined below. Each section provides the necessary background information for the EOC Management Team to establish overall organizational and operational concepts relative to mitigation, preparedness, response and recovery phases.

The twelve sections in Part One include:

- Section One - Plan Overview
- Section Two - Standardized Emergency Management System (SEMS)
- Section Three - National Incident Management System (NIMS)
- Section Four - Incident Command System (ICS)
- Section Five - Mutual Aid
- Section Six - Hazard Mitigation
- Section Seven - Continuity of Government
- Section Eight - Threat Summary
- Section Nine - Emergency Operations
- Section Ten - Emergency Proclamation Process
- Section Eleven - Recovery Operations
- Section Twelve - Authorities and References

The main aspects from the twelve sections of Part One are highlighted below.

PURPOSE

The Emergency Operations Plan addresses the City's planned response to natural and human caused disasters. It provides an overview of operational concepts, identifies components of the City's emergency/disaster management organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), and describes the overall responsibilities of the federal, state, county entities and the City for protecting life and property and assuring the overall well being of the population.

SCOPE

The Emergency Operations Plan (EOP):

- Defines the scope of preparedness and incident management activities.
- Describes the organizational structures, roles and responsibilities, policies and protocols for providing emergency support.
- Facilitates response and short-term recovery activities.
- Is flexible enough for use in all emergencies/disasters.
- Describes the purpose, situation and assumptions, concept of operations, organization and assignment of responsibilities. Inclusive of administration and logistics, plan development and maintenance and authorities and references.

- Pre-designates jurisdictional and/or functional area representatives to the Incident Command, Unified Command, and the Emergency Operations Center (EOC) whenever possible to facilitate responsive and collaborative incident management.
- Includes pre-incident and post-incident public awareness, education and communications plans and protocols.

PREPAREDNESS ELEMENTS

The City emphases emergency/disaster planning; training of full-time, permanent part-time, auxiliary, reserve, and volunteer personnel; public awareness and education; and assuring the adequacy and availability of sufficient resources to cope with emergencies/disasters. Emphasis will also be placed on prevention and mitigation measures to reduce losses from disasters, including the development of appropriate land use, design, and construction regulations as identified in the City's Local Hazardous Mitigation Plan.

CONCEPT OF OPERATIONS

Emergency operations during peacetime and national security emergencies involve a full spectrum of activities from a minor incident, to a major earthquake, to a nuclear detonation. There are a number of similarities in operational concepts for responding to natural and human caused disasters. Some emergencies/disasters will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designed to reduce loss of life and property damage. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the emergency/disaster operations plan and commitment of resources. All departments/agencies must be prepared to respond promptly and effectively to any foreseeable emergency/disaster, including the provision and utilization of mutual aid as outlined in Part One, Section Five - Mutual Aid.

Emergency/disaster management activities during peacetime and national security emergencies are often associated with the five emergency management phases indicated below. However, not every disaster necessarily includes all indicated phases.

PREVENTION PHASE

As identified in the National Fire Protection Association (NFPA) Standard 1600, the addition of the prevention phase is intended to ensure that communities evaluate and develop strategies for preventing damage and life impacts from disasters. These strategies are to be based on the hazard assessments within the City and should supplement the other emergency management phases to ensure that preventative measures are appropriate with the risk.

MITIGATION PHASE

Mitigation efforts occur both before and following disaster events. Post-disaster mitigation is part of the recovery process. Eliminating or reducing the impact of hazards that exist within the City and are a threat to life and property are part of the mitigation efforts. Mitigation tools include:

- City's Local Hazard Mitigation Plan, dated October 2004.
- Local ordinances and statutes (zoning ordinance, building codes and enforcement, etc.).
- Structural measures.
- Tax levy or abatements.
- Public information and community relations.
- Land use planning.
- Professional training.

PREPAREDNESS PHASE

The preparedness phase involves activities taken in advance of an emergency/disaster. These activities assist in improving operational capabilities and the effectiveness responses to a disaster. These actions include mitigation activities, emergency/disaster planning, training and exercises, and public education. Those departments and agencies identified in the plan as having either a primary or a support mission relative to response and recovery should prepare Standard Operating Procedures (SOPs) and checklists detailing personnel assignments, policies, notification rosters, and resource lists. Personnel should be acquainted with these SOPs and checklists through periodic training in the activation and execution procedures.

Day to Day

The preparedness phase involves activities undertaken in advance of an emergency. Disaster plans are developed and revised to guide disaster response and increase available resources.

Planning activities include:

- Developing hazard analyses.
- Writing mutual aid plans.
- Developing standard operating procedures (SOPs) and checklists.
- Training personnel and volunteers.
- Improving public information and communications systems.
- Developing systems for logistical support and financial accountability, i.e. disaster accounting system, pre-approved disaster contacts, vendor lists.
- Maintain and update photo documentation of pre-disaster condition of public buildings and infrastructure.

Increased Readiness

Increased readiness actions will be initiated by the receipt of a warning or the observation that an emergency/disaster situation is imminent or likely to occur soon. Actions to be accomplished include, but are not necessarily limited to:

- Review and update of emergency/disaster plans, SOPs, and resources listings.
- Dissemination of accurate and timely public information.
- Accelerated training of permanent and auxiliary staff.
- Inspection of critical facilities.
- Recruitment of additional staff and Disaster Services Workers.
- Mobilization of resources.
- Testing warning and communications systems.

RESPONSE PHASE

Pre-Emergency/Disaster

When a disaster is inevitable, actions are precautionary and emphasize protection of life. Typical responses might be:

- Evacuation of threatened populations to safe areas.
- Advising threatened populations of the emergency/disaster and apprising them of safety measures to be implemented.
- Advising the Los Angeles County Operational Area of the emergency/disaster.
- Identifying the need for and requesting mutual aid through the appropriate channels.
- Consider activating the City EOC.
- Consider a Proclamation of a Local Emergency by local authorities.

Emergency/Disaster Response

During this phase, emphasis is placed on saving lives, the environment, and property; stabilization of the situation; and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government agencies and segments of the private sector.

One of the following conditions will apply to the City during this phase:

- The City is either minimally impacted, or not impacted at all, and is requested to provide mutual aid to other jurisdictions.
- The situation can be controlled without mutual aid assistance from outside the City.
- The situation requires mutual aid from outside the City.
- Evacuations of portions of the City are required due to uncontrollable immediate and ensuing threats.

The emergency/disaster management organization will give priority to the following operations:

- Dissemination of accurate and timely information and warning to the public.
- Situation analysis.

- Resource allocation and control.
- Evacuation and rescue operations.
- Care and shelter operations.
- Medical care operations.
- Public health operations.
- Access and perimeter control.
- Coroner operations.
- Photographic documentation of all disaster damage to public property.
- Restoration of vital services and utilities.

When local resources are committed or anticipated to be and additional resources are required, requests for mutual aid will be initiated through the Los Angeles County Operational Area. Fire and Law Enforcement agencies will request or render mutual aid directly through established channels. Any action which involves financial outlay by the jurisdiction, or a request for military assistance, must be authorized by the designated local official.

Depending on the severity of the emergency/disaster, the local Emergency Operations Center (EOC) may be activated and a Local Emergency may be proclaimed. If a Local Emergency is proclaimed, the EOC must be activated. The Los Angeles County Operational Area will be advised when the EOC is activated.

Sustained Emergency/Disaster

In addition to continuing life, environment and property protection operations, the following operations will be initiated: mass care, relocation, registration of displaced persons, and damage assessment.

RECOVERY PHASE

Recovery is both a short-term activity intended to return critical systems to operation and a long-term activity designed to return life as close to normal conditions in the community as possible.

The City will provide local government leadership in developing economic recovery plans, mitigation plans and local legislative strategies necessary to promote recovery. City departments will review impacts on programs, and the City will aggressively pursue state and federal assistance for local recovery.

Outside agencies and nongovernmental organizations will provide some short-term assistance to disaster victims. Local Assistance Centers (LACs) or telephone call centers may also be established, providing a "one-stop" service to begin the process of receiving federal, state and local recovery assistance for the community.

The recovery period has major objectives which may overlap, including:

- Reinstatement of family autonomy.
- Provision of essential public services.
- Permanent restoration of private and public property.
- Identification of residual hazards.
- Plans to mitigate future hazards.
- Recovery of costs associated with response and recovery efforts.

The following recovery issues are addressed in Part One, Section Eleven - Recovery Operations:

- The recovery organization.
- The recovery damage assessment organization and responsibilities.
- Recovery documentation procedures.
- Recovery After-Action Reports.
- Recovery Disaster Assistance (programs, purpose, restrictions and application process).

HAZARD IDENTIFICATION AND ANALYSIS

A hazard analysis has indicated that the City may be at risk to certain types of emergencies/disasters and to national security emergencies. These hazards are identified in Part One, Section Eight -Threat Summary that provides general and specific information on their possible impact on the jurisdiction. For further information, also see the City's Hazard Mitigation Plan, 2004.

PUBLIC AWARENESS AND EDUCATION

The public's response to any emergency/disaster is based on an understanding of the nature of the emergency/disaster, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery.

Pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning. These programs must be coordinated among local, state, and federal officials to ensure their contribution to emergency preparedness and response operations. Emergency Public Information procedures are addressed in Part Two, Management Section Support Documentation.

ADA CONSIDERATIONS FOR LOCAL GOVERNMENT

Emergency preparedness and response programs must be made accessible to people with disabilities and is required by the Americans with Disabilities Act of 1990 (ADA). Disabilities include but are not limited to mobility, vision, hearing, cognitive disorders, mental illnesses and language barriers.

Included in the City's planning efforts for those with disabilities are:

- Notification and warning procedures.
- Evacuation considerations.
- Emergency transportation issues.
- Sheltering requirements.
- Accessibility to medications, refrigeration and back-up power.
- Accessibility for mobility devices or service animals while in transit or at shelters.
- Accessibility to emergency information.

CONTINUITY OF GOVERNMENT

A major disaster or national security emergency could result in the death or injury of key government officials and/or the partial or complete destruction of established seats of government, and public and

private records essential to continued operations of government. Government at all levels is responsible for providing continuity of effective leadership, authority, and adequate direction of emergency and recovery operations. The California Government Code Section 8643(b) and the Constitution of California provide the authority for state and local government to reconstitute itself in the event incumbents are unable to serve. Part Two, Management Section provides complete details on the Continuity of Government Program in California.

TRAINING AND EXERCISES

The City's Emergency/Disaster Management Organization will conduct regular training and exercising of City staff in the use of the plan and other specific training as required for compliance with both SEMS and NIMS. The Emergency Preparedness (E-Prep) Team, is responsible for coordinating, scheduling and documenting training, exercises and After-Action and Corrective Action Reports.

The objective is to train and educate public officials, emergency/disaster response personnel and volunteers. Both training and exercises are important components to prepare personnel for managing disaster operations.

Training includes classroom instruction and drills. All staff that may participate in emergency response in the EOC, in Department Operating Centers (DOCs) or at the field level must receive appropriate SEMS/NIMS/ICS training. Refer to California Emergency Management Agency (Cal EMA) Training Matrix for specific SEMS/NIMS/ICS classes and target audiences (www.oes.ca.gov).

Exercises conducted on a regular basis maintain the readiness of operational procedures. Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities, and systems that will actually be used in emergency/disaster situations. Annual exercises are required by both SEMS and NIMS. There are several forms of exercises:

- **Tabletop Exercises** provide a convenient and low-cost method designed to evaluate policy, plans, and procedures and resolve coordination and responsibilities. Such exercises are a good way to see if policies and procedures exist to handle certain issues.
- **Functional Exercises** are designed to test and evaluate the capability of an individual function such as evacuation, medical, communications, or public information.
- **Full-Scale Exercises** simulate an actual emergency. These exercises typically involve the complete emergency management staff and are designed to evaluate the operational capability of the emergency management system.

ALERTING AND WARNING

Warning is the process of alerting government agencies and the general public to the threat of imminent danger. Dependent upon the nature of the threat and the population group at risk, warning can originate at any level of government.

Success in saving lives, the environment and property is dependent upon timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the populace of the jurisdiction. The City will utilize various modes of alerting and warning

the community. The following information describes the various systems and provides an explanation of the "Emergency Conditions and Warning Actions" through which these systems may be accessed.

FEDERAL ALERTING AND WARNING SYSTEMS

Emergency Alert System (EAS)

The Emergency Alert System (EAS) is designed for the broadcast media to disseminate emergency public information. This system enables the President, and federal, state, and local governments to communicate with the general public through commercial broadcast stations.

National Warning System (NAWAS)

The National Warning System (NAWAS) is a dedicated wire-line system that provides two-way voice communications between federal warning center, state, and local warning points. If the situation ever presents itself, NAWAS is a nationwide system developed to send warnings of impending attack throughout the nation.

National Weather Service (NWS)

The National Weather Service (NWS) transmits continuous weather information on 162.40, 162.475, and 162.55 MHz frequencies. Weather Service severe weather broadcasts are preceded with a 1050 Hz tone that activates weather monitor receivers equipped with decoders. The Weather Service can also access NAWAS to announce severe weather information.

STATE ALERTING AND WARNING SYSTEMS

California Warning System (CALWAS)

The California Warning System (CALWAS) is the state portion of NAWAS that extends to communications and dispatch centers throughout the state. The State Office of Emergency Services headquarters ties into the federal system through the Warning Center in Sacramento. Circuits then extend to county warning points. Both state and federal circuits are monitored 24 hours a day at the Warning Center, the alternate point and each of the local warning points.

California Emergency Services Fire Radio System (CESFRS)

The California Emergency Services Fire Radio System (CESFRS) is the statewide communications network, available to all fire agencies. The three available channels have been designated Fire White #1, #2 and #3. All three white channels are designated by the Federal Communications Commission as “Intersystem” channels and are intended solely for inter-agency fire operations, i.e. mutual aid.

California Emergency Services Radio System (CESRS)

The California Emergency Services Radio System (CESRS) serves as an emergency communications system for Cal EMA and county emergency services organizations. The system assists in the dissemination of warning information and to support disaster and emergency operations.

California Law Enforcement Mutual Aid Radio System (CLEMARS)

The California Law Enforcement Mutual Aid Radio System (CLEMARS) was established to provide common police radio frequencies for use statewide by state and local law enforcement agencies during periods of man-made or natural disasters or other emergencies where inter-agency coordination is required.

The City of Torrance participates in CLEMARS, and is licensed for mobile and base station communications.

California Law Enforcement Telecommunications System (CLETS)

The California Law Enforcement Telecommunications System (CLETS) provides law enforcement and criminal justice agencies access to various databases and the ability to transmit and receive point-to-point administrative messages to other agencies within California or via the National Law Enforcement Telecommunications System (NLETS) to other states and Canada.

Emergency Alert System (EAS)

Each state has been divided into a number of EAS operational areas, consisting of one or more counties within radio reception range of EAS stations serving the area. California has thirty EAS Operational Areas (OA). Almost all AM-FM and TV broadcast stations have national defense emergency authorizations and several of these are protected from fallout. The purpose of EAS in California is to provide warning, emergency information, guidance, instructions and news of a human caused or natural threat to the public safety, health, and welfare.

Emergency Digital Information System (EDIS)

The Emergency Digital Information System (EDIS) provides local, state, and federal agencies with a direct computer link to the news media and other agencies during emergencies. EDIS supplements existing emergency public information systems such as the Emergency Alert System. By combining existing data Input Networks with a digital radio Distribution System, EDIS gives authorized agencies a direct data link to the news media and other agencies.

EDIS may be used to transmit information in the following categories, listed in priority order:

- FLASH - Alerts and warning of immediate life-safety value to members of the public.
- NEWS - Information of immediate benefit to the public. Releases in this category may include reports of unusual natural, social, or technological events; notices of government activities requiring specific action by members of the public; road and traffic information and instructions for those affected by an emergency.
- INFO - Advisory messages for coordination between government and the news media. Topics might include times and locations of news briefings, schedules for media tours of emergency scenes, "pool coverage" arrangements, airspace restrictions.
- TEST - Transmissions to verify operation of equipment and for training of originating personnel.

Operational Area Satellite Information System (OASIS)

The Operational Area Satellite Information System (OASIS) project, funded under the Earthquake Hazards Reduction Act of 1986, was established to create the most robust communications system possible using leased transponder space from commercial satellite operators. The result is the establishment of a system that allows virtually uninterruptible communication between state, regional and operational area level EOCs.

OPERATIONAL AREA ALERTING, NOTIFICATION AND WARNING SYSTEMS

Operational Area Satellite Information System (OASIS)

The County of Los Angeles has State Office of Emergency Services OASIS equipment installed in the County EOC. OASIS is a system that consists of a communications satellite, multiple remote sites, and a hub. Through this system, the County has the capability of contacting any other County in California either through voice or data transmission. The system also allows the County to have direct access to the State Office of Emergency Services and other participating state agencies.

Emergency Alert System (EAS)

The Common Program Control Station (CPCS) is a primary station in an operational area that, preferably, has special communication links with appropriate authorities (i.e., National Weather Service, Civil Defense, Government authorities, etc.) as specified in the State EAS Operational Plan. The primary CPCS station is responsible for coordinating the carriage of common emergency program for its area. If it is unable to carry out this function, other Primary Stations in the operational area will be assigned the responsibility as indicated in the State EAS Operational Plan. Los Angeles County Operational Area CPCS stations are:

- KFI 640 AM
- KFWB 980 AM
- KNX 1070 AM

Emergency News Network (ENN)

The Los Angeles County Emergency News Network (ENN) is a communications protocol that incorporates voice, data, and video transmissions. It has been developed to provide direct access from

local government agencies to media and corporate organizations for the immediate dissemination of emergency information.

LOCAL ALERTING AND WARNING SYSTEMS

Recognizing that no one system can provide notification of all affected persons in all types of emergencies, the City of Torrance created the Torrance Community Warning System (TCWS). TCWS is comprised of the following systems.

Community Warning Siren System

The Exxon-Mobil Refinery has installed, on their property, a system of sirens. The system is tested on the first Wednesday of the month and can be activated by either the Torrance Fire Department or refinery officials. In a refinery emergency that poses a significant threat to the health or safety of the public, the sirens will wail continuously for several minutes, then there will be a short break and the sirens will sound again. Chimes will signal the all clear.

CityWatch

The CityWatch telephone notification system is one element of the Torrance Community Warning System (TCWS). CityWatch is an internet accessible system with a direct tie to the City's Geographic Information System (GIS). This allows the users of the system to accurately determine the notification area for any event that requires notifying the public.

CityWatch has up to a 99 percent telephone number accuracy rate because the Fire Department's IT personnel receive updated telephone information from Verizon and AT&T quarterly. This allows the system to be upgraded on a regular basis.

Crenshaw Boulevard Barrier System

Together with the Community Warning Siren System, Exxon-Mobil has installed traffic barriers on northbound Crenshaw, just north of Del Amo Boulevard, and on southbound Crenshaw, just south of 190th Street. This barrier system is activated through ExxonMobil at the request of the event Incident Commander. The Barrier System is designed to prevent traffic from traveling both directions on Crenshaw during an Exxon-Mobil Refinery incident. Crenshaw Boulevard is a main city roadway that dissects the refinery for approximately 2/3 of a mile.

Radio Alert Network (RAN)

The Radio Alert Network (RAN) is designed to provide additional emergency response information to facilities with large populations. These tone-activated radios are provided to all Torrance public schools and to North Torrance private schools, day care facilities, convalescent homes, and senior centers. Should there be an emergency, the Torrance Fire Department will activate the radios and transmit instructions to these facilities.

RAN Telephone Tree

In conjunction with the Radio Alert Network, a telephone tree has been established to provide information regarding the transmissions. Once a message is broadcast, a message similar to the one that was broadcast over the RAN shall be recorded on the telephone tree. This provides instructions to citizens not able to hear an original broadcast of the alert message.

The TFD's Communications personnel and Platoon Commander's Office telephones have one-touch, red-highlighted buttons labeled "EWS." The message can be changed on the telephone tree by pushing the button and listening to the instructions provided electronically. Once the RAN is used to send a message, an "ALL CLEAR" message must be broadcast to the activated zones once the incident is abated. The same "ALL CLEAR" message shall be placed on the telephone tree. The system is tested monthly on the first Wednesday of the month at 11:30 AM. This coincides with ExxonMobil test of the Community Warning Siren System.

Management Paging System (MPS)

The Management Paging System (MPS) is used to inform the City's management staff of emergency incidents that may involve/affect their departments and/or areas of responsibility. One example of this would be the activation of the Radio Alert Network for an incident in Zone 1 (the City Hall Complex). The RAN activation may only involve one of the buildings in the complex; however, all of the department heads/managers have a need-to-know of the event. Other examples would be the activation of the Mobil/Exxon Community Warning Siren, or any other emergency that may tax City resources. Activation of the MPS is done via e-mail, and reaches the intended audience (50+) through text pagers/cell phones.

Cable TV

The City has an agreement with Time Warner Cable to provide the public with alerting and notification of various disaster situations. The estimated subscriber rate is 26%. This system will interrupt all TVs that are a part of this cable system. The City's Cable Channel 3 will provide directions to the citizens via scrolled information. This includes a "leader" that will scroll across any TV station that is turned on directing viewers to tune to their local cable channel for more information.

Emergency Alerting System

As described above, the EAS is administered by the Sheriff of Los Angeles County. Activation of the Los Angeles County EAS shall be for emergency events and conditions of concern to a significant segment of the population of Los Angeles County. The City of Torrance is able to request activation of the EAS via any Sheriff's Station Watch Commander.

Electronic News Network (ENN)

The ENN is a subset of the EAS. It is a digital format that allows messages to be sent via the State of California's EDIS system. The digital message will be received by the media, schools, large businesses, and anyone who monitors the AQMD channels. It is less restrictive than an EAS broadcast and can be originated by any agency with access to a Justice Data Interface Controller (JDIC) terminal. It allows for routine or test messages, in addition to emergency messages. An ENN message should be concise and direct and be approved by the Incident Commander or EOC Director. The Public Information Officer is

responsible for creating the message and its content; however, Law Enforcement personnel with JDIC clearance must physically send the message.

Radio - CitiSounds

WPKE, AM 1620, is the non-commercial, traffic information radio station for the City of Torrance. It is a PC based radio frequency transmitter that provides a continuous loop of traffic reports, street conditions, environmental issues, and special events. Public Information Officers with both the Police and Fire Departments can provide information on emergency/disaster incidents when they occur. CitiCABLE personnel then add the information to the radio, which is then sent to a transmitter at the City Yard.

The City of Torrance has an agreement with KFWB to provide the public with alert and notification of various disaster situations. The following radio stations would also be notified: KNX, AP, UPI, KABC, and KFI.

Torrance Amateur Radio Association (TARA)

The Torrance Amateur Radio Association (TARA) is a part of the City's Disaster Service Volunteer program. TARA consists of over 100 HAM operators that volunteer to assist the City in day-to-day operations as well as disasters. TARA has the capability to staff the City's Emergency Operations Center, Area Disaster Centers (ADCs), and school sites to provide emergency communications.

City of Torrance Area Disaster Centers

The City of Torrance has designated locations throughout the City as focal points for communication to and from the City's Emergency Operation Center. These places are referred to as "Area Disaster Centers (ADCs)." Located at the branch libraries and other City buildings, they are staffed with volunteer HAM Radio operators (TARA) and city staff to assist the City to quickly find out what is happening within the community and provide residents with what is happening so that they can respond accordingly. It is important for the City to get information relating to damage and the numbers and types of injuries that have occurred within the neighborhood as quickly as possible.

There are eight locations distributed throughout the City:

SOUTH EAST LIBRARY
23115 S. Arlington Ave.

NORTH TORRANCE LIBRARY
3604 W. Artesia Blvd.

EL RETIRO LIBRARY
126 Vista Del Parque

ALTA LOMA PARK
26126 Delos Drive

WALTERIA LIBRARY
3815 W. 242nd St.

HENDERSON LIBRARY
4805 Emerald St.

SEA-AIRE GOLF COURSE
22780 Lupin Drive

BARTLETT CENTER
1318 Cravens Avenue

Mobile Emergency Vehicle Sirens and Loudspeakers

Additional warning systems for the City of Torrance include mobile emergency vehicle sirens and loudspeakers. Vehicles will be dispatched to specific locations and assignments made as directed by the Incident Commander. For large area evacuations, helicopters could provide low-level flights using PA systems. All areas of the jurisdiction are accessible by vehicle.

Other warning systems utilized by the City of Torrance include door-to-door notification by Disaster Service Volunteers (i.e. Animal Disaster Team, Community Emergency Response Team, and Torrance Amateur Radio Association), Neighborhood Watch Block Captains and law enforcement volunteers, explorers, reserve police officers, City staff, and disaster service workers.

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)

The Standardized Emergency Management System (SEMS) has been adopted by the City of Torrance for managing response to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies. Chapter 1 of Division 2 of Title 19 of the California Code of Regulations establishes the standard response structure and basic protocols to be used in emergency/disaster response and recovery.

SEMS (Government Code Section 8607(a)) incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area Concept and multi-agency or inter-agency coordination.

Fully activated, the SEMS consists of five levels: field response, local government, operational areas (countywide), Cal EMA Mutual Aid Regions, and state government.

SEMS Requirements for Local Governments

The City will comply with SEMS regulations in order to be eligible for State funding of response-related personnel costs and will:

1) Use SEMS when
   - A local emergency is proclaimed, or
   - The local government EOC is activated.
2) Establish coordination and communications with Incident Commanders either
   - Through department operations centers (DOCs) to the EOC, when activated, or
   - Directly to the EOC, when activated.
3) Use existing mutual aid systems for coordinating fire and law enforcement resources.
4) Establish coordination and communications between the City EOC and any state or local emergency response agency having jurisdiction at an incident within the City.
5) Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level disaster/emergency response activities.

FIGURE 1 - SEMS/NIMS COMMUNICATIONS AND COORDINATION

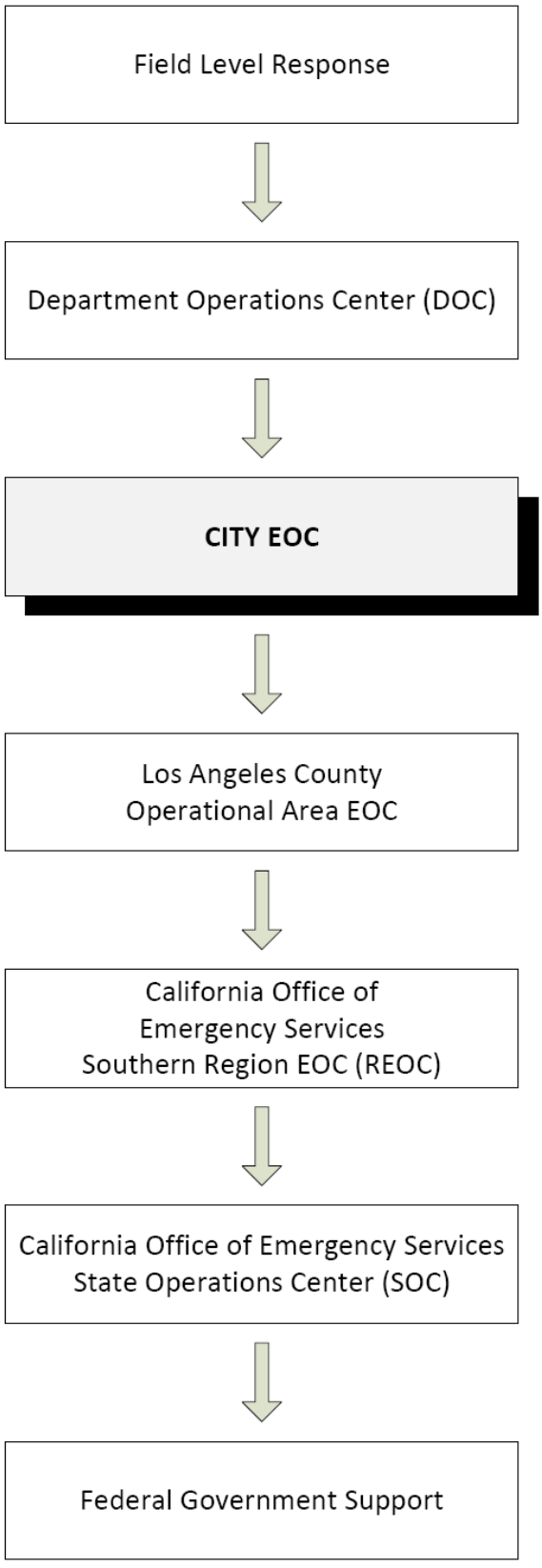
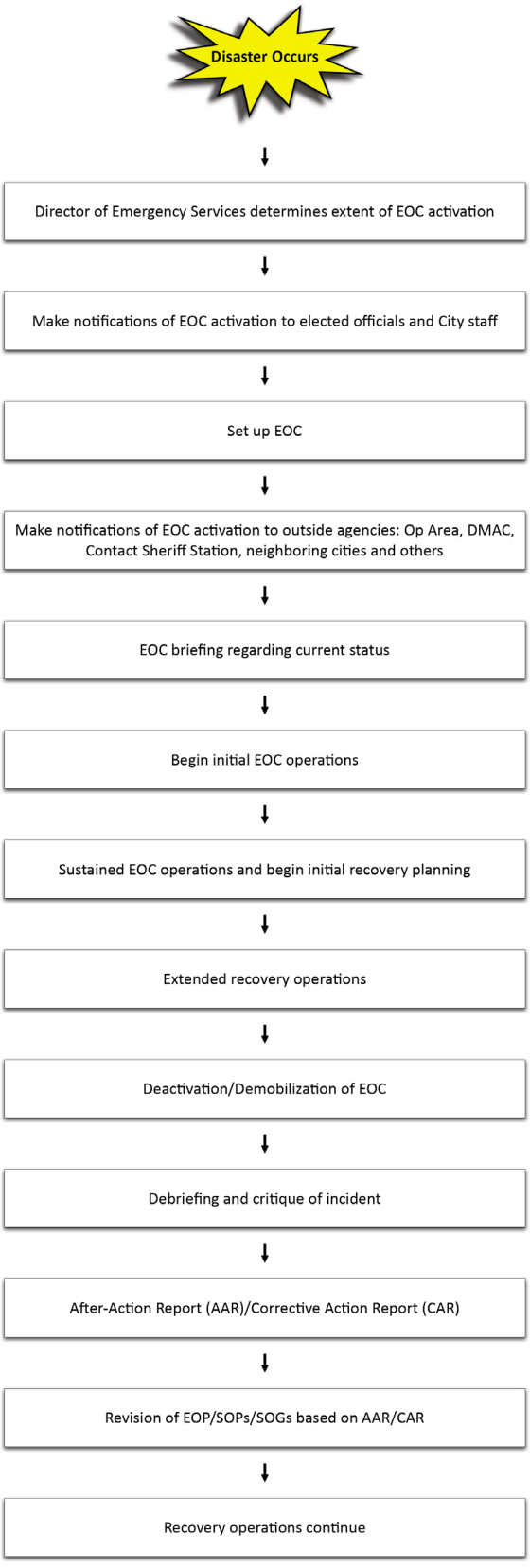


FIGURE 2 - SEMS/NIMS EMERGENCY ACTIVITIES FLOW CHART



NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

Homeland Security Presidential Directive-5 (HSPD-5) established the National Incident Management System (NIMS) as the required emergency/disaster response system. NIMS integrates existing best practices into a consistent, flexible and adjustable nationwide approach for emergency management. Using NIMS, Federal, State, local and tribal governments; the private sector and non-governmental organizations work together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity.

NIMS COMPONENTS

Six major components make up NIMS: Command and Management, Preparedness, Resource Management, Communications and Information Management, Supporting Technologies, Ongoing Management and Maintenance, and NIMS Compliance.

COMMAND AND MANAGEMENT

NIMS standard incident command structures are based on three key organizational systems:

- The Incident Command System (ICS) – ICS is a standardized, all-hazard incident management concept. Its organizational structure allows its users to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
- Multi Agency Coordination Systems (MACS) – Provides coordination for incident prioritization, critical resource allocation, communications systems and information coordination. These systems include facilities, equipment, emergency operation centers (EOCs), personnel, procedures and communications.
- Public Information Systems (PIS) − These refer to processes, procedures and systems for communicating timely and accurate information to the public during crisis or emergency situations.

PREPAREDNESS

Effective incident management begins with a host of preparedness activities conducted on an ongoing basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.

- Planning − Plans describe how personnel, equipment, and other resources are used to support incident management and emergency response activities. Plans provide mechanisms and systems for setting priorities, integrating multiple entities and functions, and ensuring that communications and other systems are available and integrated in support of a full spectrum of incident management requirements.
- Training − Training includes standard courses on multi agency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.

- Exercises - Incident management organizations and personnel must participate in realistic exercises - including multi-disciplinary, multi-jurisdictional, and multi-sector interaction - to improve integration and interoperability and optimize resource utilization during incident operations.
- Personnel Qualification and Certification −Qualification and certification activities are undertaken to identify and publish national-level standards and measure performance against these standards to ensure that incident management and emergency responder personnel are appropriately qualified and officially certified to perform NIMS-related functions.
- Equipment Acquisition and Certification − Incident management organizations and emergency responders at all levels rely on various types of equipment to perform mission essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with similar equipment used by other jurisdictions.
- Mutual Aid − Mutual-aid agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Each jurisdiction should be party to a mutual-aid agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.
- Publications Management − Publications management refers to forms and forms standardization, developing publication materials, administering publications—including establishing naming and numbering conventions, managing the publication and promulgation of documents, and exercising control over sensitive documents—and revising publications when necessary.

RESOURCE MANAGEMENT

The NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

COMMUNICATIONS AND INFORMATION MANAGEMENT

The NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management. These elements are briefly described as follows:

- Incident Management Communications − Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
- Information Management − Information management processes, procedures, and systems help ensure that information, including communications and data, flows efficiently through a commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents, those impacted by the incident, and those contributing resources to the incident management effort. Effective information management enhances incident management and response and helps insure that crisis decision-making is better informed.

SUPPORTING TECHNOLOGIES

Technology and technological systems provide supporting capabilities essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information management systems (i.e., record keeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

ONGOING MANAGEMENT AND MAINTENANCE

This component provides strategic direction for and oversight of the NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

NIMS COMPLIANCE

The State of California's NIMS Advisory Committee issued "California Implementation Guidelines for the National Incident Management System" to assist State agencies, local governments, tribes and special districts to incorporate NIMS into already existing programs, plans, training and exercises. The City is following this document to ensure NIMS compliance.

INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System (ICS) is a nationally recognized system for managing incidents as well as pre-planned events. It consists of a modular and flexible organizational structure as well as features such as management by objectives, action planning, span of control, organizational hierarchy, accountability and resource management. Detailed information on the Incident Command System (ICS) can be found at www.fema.gov.

FIELD/EOC COMMUNICATIONS AND COORDINATION

The City's communication plan outlines the communications channels and protocols to be used during an incident. Typically, field to EOC communications will occur at the Command and General Staff levels or, if they are established, field units will communicate with a Department Operations Center (DOC) who will, in turn, relay the information to the appropriate section/function in the EOC.

The City EOC will communicate situation and resource status information to the Los Angeles County Operational Area and other outside agencies via designated countywide emergency reporting systems and other systems referenced in the Los Angeles County Operational Area Disaster Information Reporting Procedures.

MUTUAL AID

The foundation of California's emergency planning and response is a statewide mutual aid system that is structured to provide adequate resources, facilities and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation(s). The basis for the system is the California Disaster and Civil Defense Master Mutual Aid Agreement, as provided for in the California Emergency Services Act. This Agreement was developed in 1950 and has been adopted by the State, all 58 counties and most incorporated cities in the State of California. The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the State. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements.

MUTUAL AID SYSTEM

A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the progressive mobilization of resources to and from local governments, operational areas, regions and State to provide requesting agencies with adequate resources. The general flow of mutual aid resource requests and resources within mutual aid systems are depicted in the diagram in **Figure 3**.

The system includes several discipline-specific mutual aid agreements, such as fire and rescue, law, medical, building and safety, coroners, emergency managers (EMMA) and public works. These systems are consistent with SEMS and NIMS at all levels (**See Figure 4**).

In addition to the mutual aid agreements that are in place within the state of California, the Governor signed the Emergency Management Assistance Compact (EMAC) which allows the State of California to participate with the other states in a nationwide mutual aid system.

MUTUAL AID REGIONS

Mutual aid regions I-VI were established in California under the Emergency Services Act and each contains designated counties. Los Angeles County and its cities are in Mutual Aid Region I, which is in the Cal EMA Southern Administrative Region. Specifically related to the Law Enforcement Mutual Aid system, Region I is divided into two separate regions: Region I (Los Angeles and Orange Counties) and Region IA (Santa Barbara County). **Figures 5 and 6** depict the State mutual aid and administration regions respectively.

Within the County of Los Angeles, eight Disaster Management Areas range from A to H (**See Figure 7**). The City of Torrance is part of Area G (**See Figure 8**).

PARTICIPATION OF VOLUNTEER, NON-GOVERNMENTAL AND PRIVATE AGENCIES

Volunteer, non-governmental, and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. The City's emergency preparedness partnerships, including volunteer agencies such as the American Red Cross, Salvation Army, community and faith-

based organizations and others are an essential element of local, State and national emergency response to meet the needs of disaster victims. Volunteer agencies and non-governmental organizations mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies and non-governmental organizations with extensive involvement in the emergency response should be represented in EOCs.

Some private agencies have established mutual aid arrangements to assist other private agencies and government within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid arrangements may include both governmental and private agencies.

Liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS level.

POLICIES AND PROCEDURES

- Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement.
- During a proclaimed emergency/disaster, inter-jurisdictional mutual aid will be coordinated at the county, operational area or mutual aid regional level.
- Make sure a communications plan is in place for response activities.
- Because different radio frequencies are in use among most agencies, local agencies should provide incoming mutual aid forces with portable radios having local frequencies.
- Law and Fire Mutual aid requests will be made through established regional reporting systems.
- The City will make all non-law and non-fire mutual aid requests via designated countywide emergency reporting systems. Requests should specify, at a minimum:

    - Number and type of personnel needed.
    - Type and amount of equipment needed.
    - Reporting time and location.
    - To whom resources should report.
    - Access routes.
    - Estimated duration of operations.
    - Risks and hazards.

FIGURE 3 - MUTUAL AID SYSTEM FLOW CHART

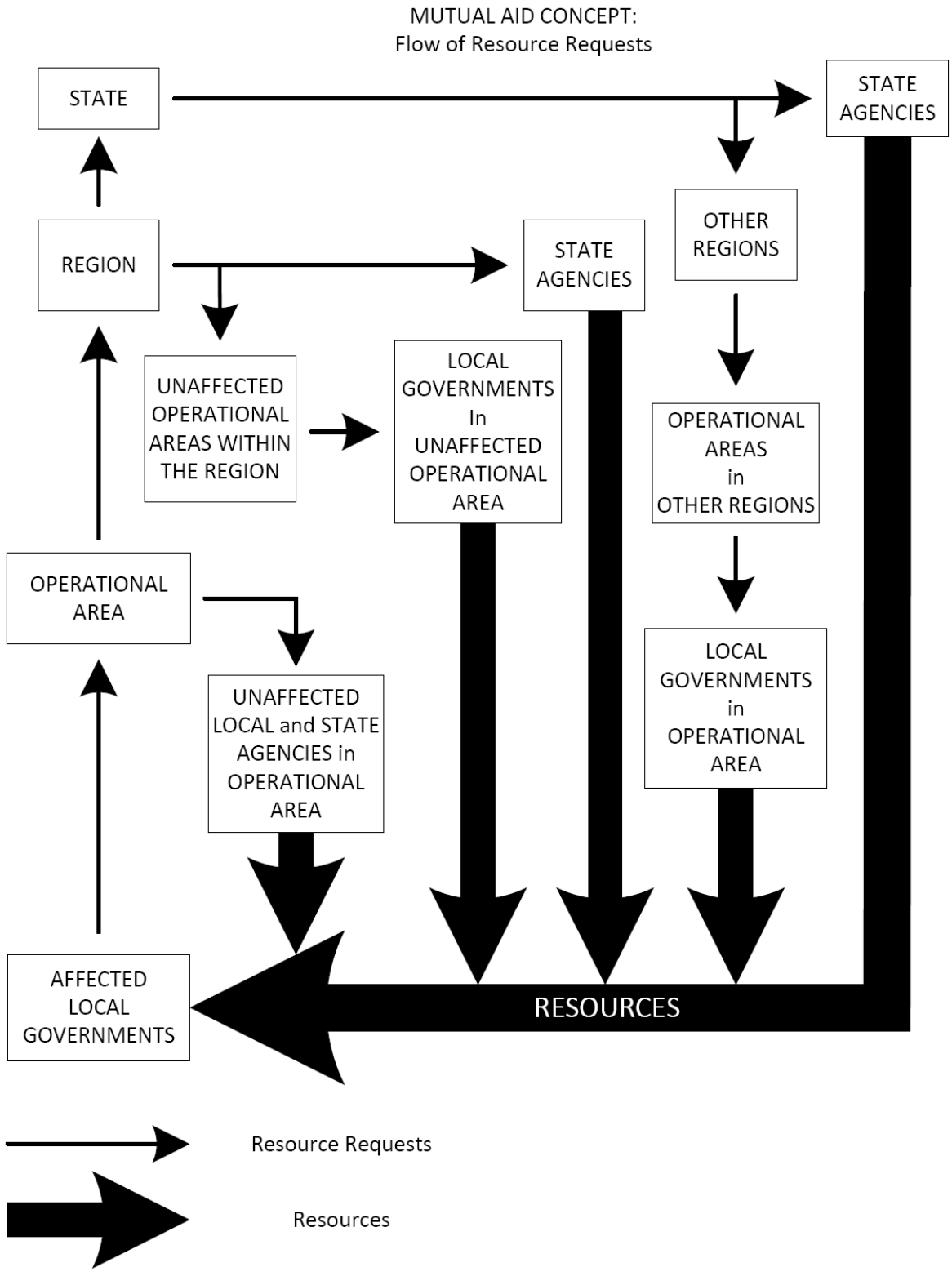


FIGURE 4 - MUTUAL AID COORDINATORS FLOW CHART

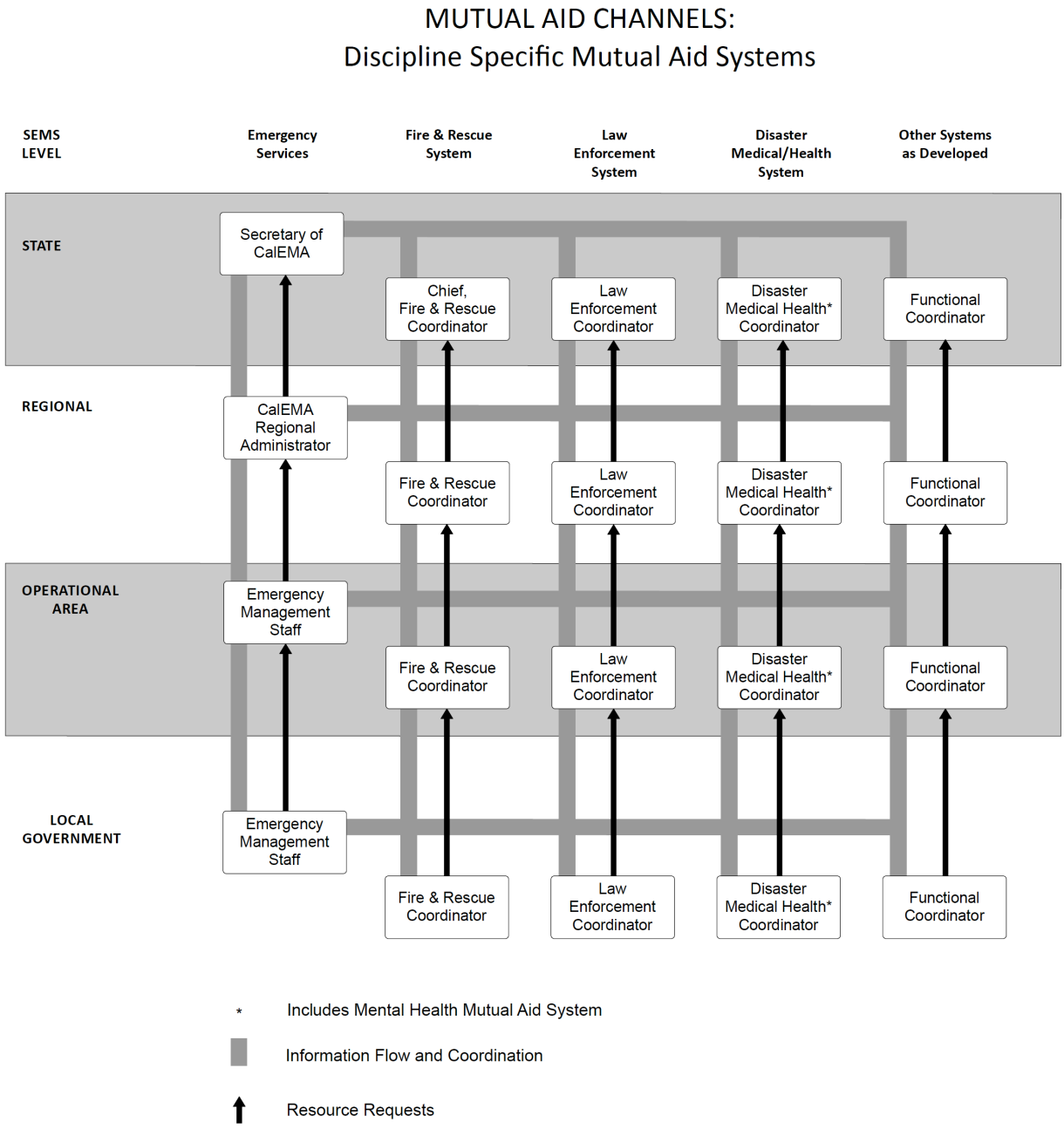


FIGURE 5 - STATE MUTUAL AID REGIONS MAP

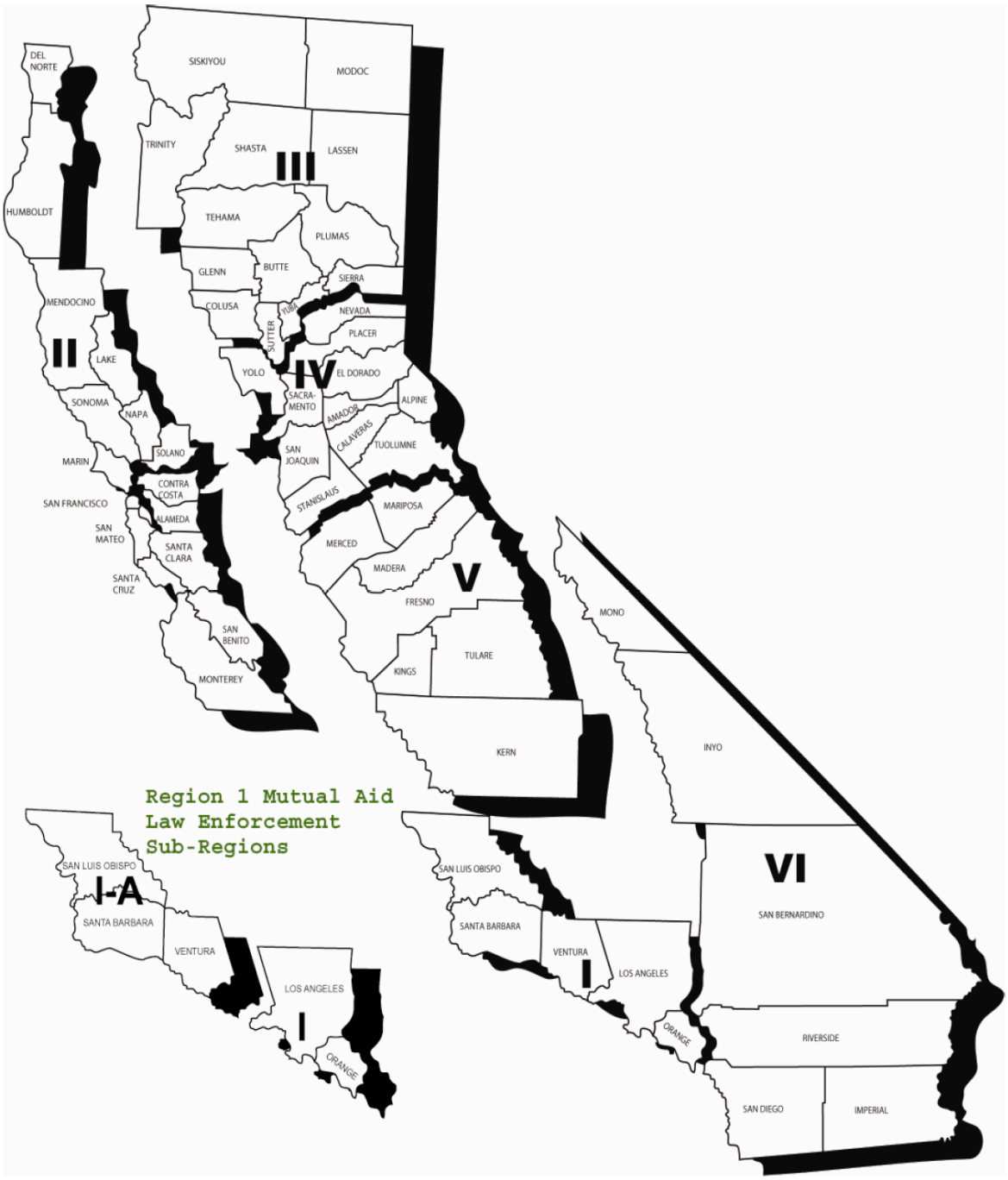


FIGURE 6 - STATE CAL EMA ADMINISTRATIVE REGIONS MAP

FIGURE 7 - LOS ANGELES COUNTY DISASTER MANAGEMENT AREA MAP

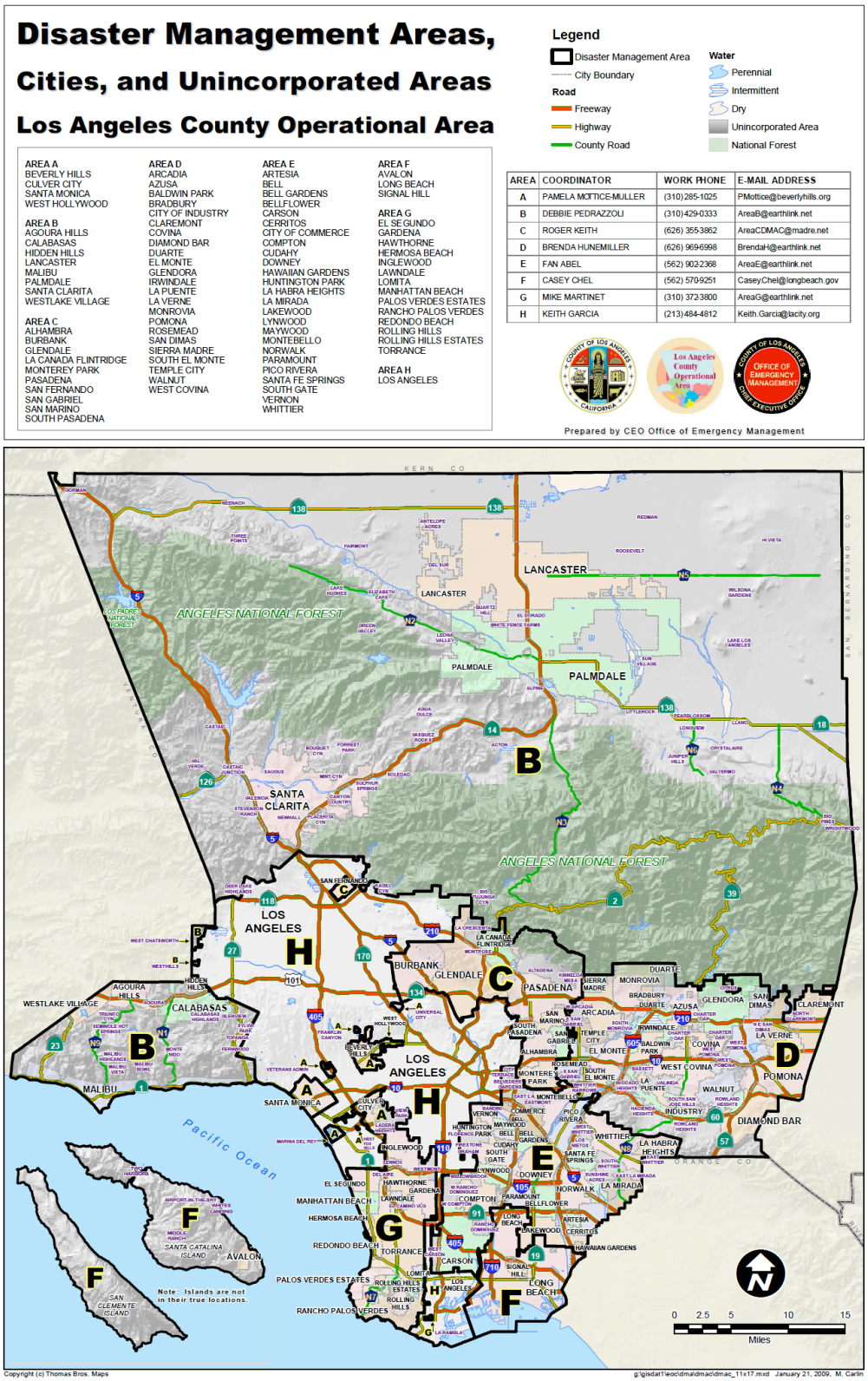
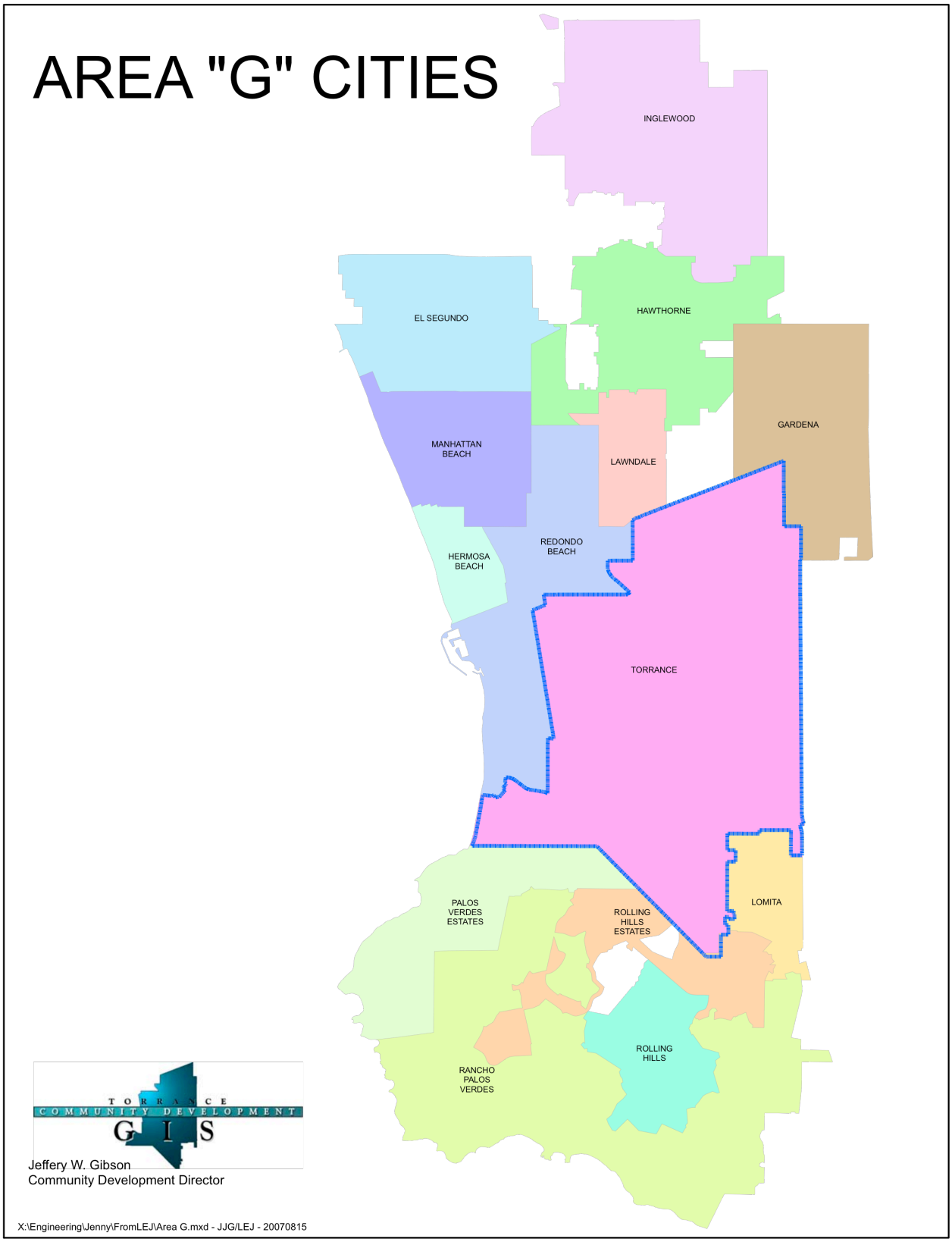


FIGURE 8 - AREA G DISASTER MANAGEMENT AREA MAP



HAZARD MITIGATION

Hazard mitigation is defined as any action taken to reduce or eliminate the long-term risk to human life and property from disasters. Section 322 of Public Law 106 390 requires, as a condition of receiving certain federal disaster aid, that local governments develop a mitigation plan that outlines processes for identifying the natural hazards, risks and vulnerabilities in their jurisdiction. Mitigation plans must:

- Describe actions to mitigate hazards, risks and vulnerabilities identified under the plan.
- Establish a strategy to implement those plans.

Specific plan requirements are listed in 44 CFR Section 201.6. Local jurisdictions without an approved hazard mitigation plan will not be eligible to receive funds for the Hazard Mitigation Grant (HMGP), Pre-Disaster Mitigation (PDM) or Flood Mitigation Assistance (FMA) programs.

Local mitigation plans are the jurisdiction's commitment to reduce risks from natural hazards and guide decision makers as they commit resources to reduce the damage from natural hazards. Hazard mitigation planning and actions are continuous year-round efforts. The City adopted its Local Hazard Mitigation Plan in October, 2004.

CONTINUITY OF GOVERNMENT

A major disaster could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. This preservation is best accomplished by civil government. To this end, it is particularly essential that local government continue to function.

Applicable portions of the California Government Code and the State Constitution provide authority for the continuity and preservation of state and local government.

RESPONSIBILITIES

Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency services operations (prevention, preparedness, response, recovery and mitigation). Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while other jurisdictions may provide additional resources upon request. A key aspect of this control is to be able to communicate official requests, situation reports and emergency information during any disaster a community might face.

PRESERVATION OF LOCAL GOVERNMENT

Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California. Generally, Article 15 permits the appointment of up to three standby officers for each member of the governing body, and up to three standby officers for the chief executive, if not a member of the governing body. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to assure continued functioning of political subdivisions in the event the governing body, including standby officers, is unavailable to serve.

The Emergency Services Act provides for the preservation of city government in the event of a major disaster.

PRESERVATION OF VITAL RECORDS

The following individuals are responsible for the preservation of vital records in the City:

1) City Clerk
2) Deputy City Clerk

Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include contracts, legislative actions, land and tax records, license registers, birth and death records and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.
- Reestablish normal governmental functions and protect the rights and interests of government. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

Record depositories should be located well away from potential danger zones and/or housed in facilities designed to withstand most destructive forces.

Each department within the city should identify, maintain and protect its own essential records.

THREAT SUMMARY

This section of the Basic Plan consists of an overview threat summaries based on the City's Safety Element, dated (Draft Document 2009) of the General Plan and the Local Hazard Mitigation Plan (October 2004). The purpose is to describe the area at risk and the anticipated nature of the situation, which could result should the event threaten or occur.

The City is located within Disaster Management Area G in Los Angeles County and in the Southern Administrative Region of the Cal EMA. The City of Torrance with a population of 147,405 is located 17 miles southwest of downtown Los Angeles (**See Figures 9 and 10**). Now the largest city in the region known as the South Bay, Torrance has grown into a major financial, retail, and high-technology center. An impressive cultural arts center, a comprehensive library system, schools noted for their academic excellence and 325 acres of parkland offer a high quality of life. Pacific breezes "air condition" the City so the climate is generally pleasant and smog free, with average temperatures between 50 and 70 degrees. The City is bordered by the county of Los Angeles and Redondo Beach toward the west. The Harbor Gateway area of Los Angeles borders the city on the east. Lawndale and Gardena border it on the north. Lomita, Harbor City, Rolling Hills Estates, and Palos Verdes Estates border it on the south.

The City has a residential population of 138,000 (Census 2000). The City consists of 21 square miles and is approximately 49 percent residential development, 22 percent industrial, 12 percent commercial, and 12 percent open space, parks, institutional or vacant land (Land Use Element of Revised General Plan).

The Torrance Unified School District includes 17 elementary schools, eight middle schools, five high schools (one of which is a continuation school), three adult education centers, and a child development center. In addition to public schools, Torrance is home to many private and parochial schools including St. James Academy, St. Catherine Laboure, and Bishop Montgomery High School, one of the largest private high schools in the South Bay.

Torrance has two major hospitals within the City: Torrance Memorial Medical Center and Providence Little Company of Mary Hospital, as well as a one psychiatric facility, Del Amo Behavioral System, and 10 convalescent care facilities and 96 assisted living facilities. The City is home to many light manufacturing and technology companies as well as the corporate headquarters for Toyota Motor Company and Honda Motor Company. Additionally, the Torrance ExxonMobil refinery is located in the center of the city.

The City is served by the 110 and Interstate 405 freeway systems and the major arterial highways are Hawthorne Boulevard and Pacific Coast Highway, which run north to south or east to west respectively.

The following threat summaries have a potential to impact the City:

- An earthquake could impact major segments of, or the total population.
- Many major highways (and light rail lines) traverse or pass near the City and transportation incidents (including hazardous material incidents) as well as pipeline ruptures or illegal dumping could affect the City. The City has some industry and faces the potential for hazardous materials incidents from the stationary hazardous materials users as well.
- Many areas of the City may be subject to flooding, due to flash flooding, urban flooding (storm drain failure/infrastructure breakdown), river channel overflow, downstream flooding, etc. The City has not historically been vulnerable to tropical storms and severe winter storms.
- The City is not subject to dam failure.

- The City may be subject to severe weather, including drought, winds, heat and cold.
- Some areas of the City are identified as wildland/urban interface and may be subject to wildland fires.
- A tsunami could impact the coastal portion of the city.
- The City does have reservoirs that could cause limited damaged if they failed.
- The City of Torrance could be impacted by petroleum shortages.
- A transportation incident such as a major air crash, light train derailment or trucking incident could impact areas within the City.
- A civil unrest incident could impact areas within the City or the entire City.
- The entire Los Angeles Basin is considered as a possible risk area for a nuclear event or act of terrorism; therefore both sheltering and evacuation issues should be considered.

Any single incident or a combination of events could require evacuation and/or sheltering of the population. Neither the City nor the County of Los Angeles has the capability to plan for the organized entire evacuation of the basin; therefore, the extent of planning at this time is restricted to assisting and expediting spontaneous evacuation. In the increased readiness stage, expedient shelters will be utilized as appropriate and information will be provided to the public as the City no longer maintains public fallout shelters.

The City has its own police, fire, transit, water, and public works departments. The Police Department's Emergency Services Section oversees the City's Disaster Services Volunteer (DSV) program. This program includes the Animal Disaster Team (ADT), Community Emergency Response Team (CERT), and Torrance Amateur Radio Association (TARA). The ADT is a volunteer unit organized to assist the City's Animal Control program to care for and shelter animals affected by a disaster. The CERT is comprised of individuals who have completed the City's FEMA based training program and are able to serve in both administrative and operational roles to support the emergency response activities of the City. Lastly, TARA is group of local ham radio operators who are able to provide emergency communication should day-to-day systems be compromised.

While the staff within the Community Services Department are trained and designated to provide Care and Sheltering, the City also relies on the American Red Cross for assistance with emergency shelters and other necessary emergency services.

The following threat assessments identify and summarize the hazards that could affect the City. More specific information regarding each of these threats can be found in Part Three - Hazards Annex.

Major Earthquake Annex
Flooding Annex
Fire Annex
Transportation Annex: Train Derailment
Civil Unrest Annex
Petroleum Shortage Annex
Landslide Annex
Public Health Emergency (Pandemic) Annex
Hazardous Materials Annex
Dam Inundation/Reservoir Failure Annex
Transportation Annex: Air Crash
Transportation Annex: Trucking Incident
Terrorism Annex
National Security Emergency Annex
Tsunami Annex

FIGURE 9 - CITY MAP

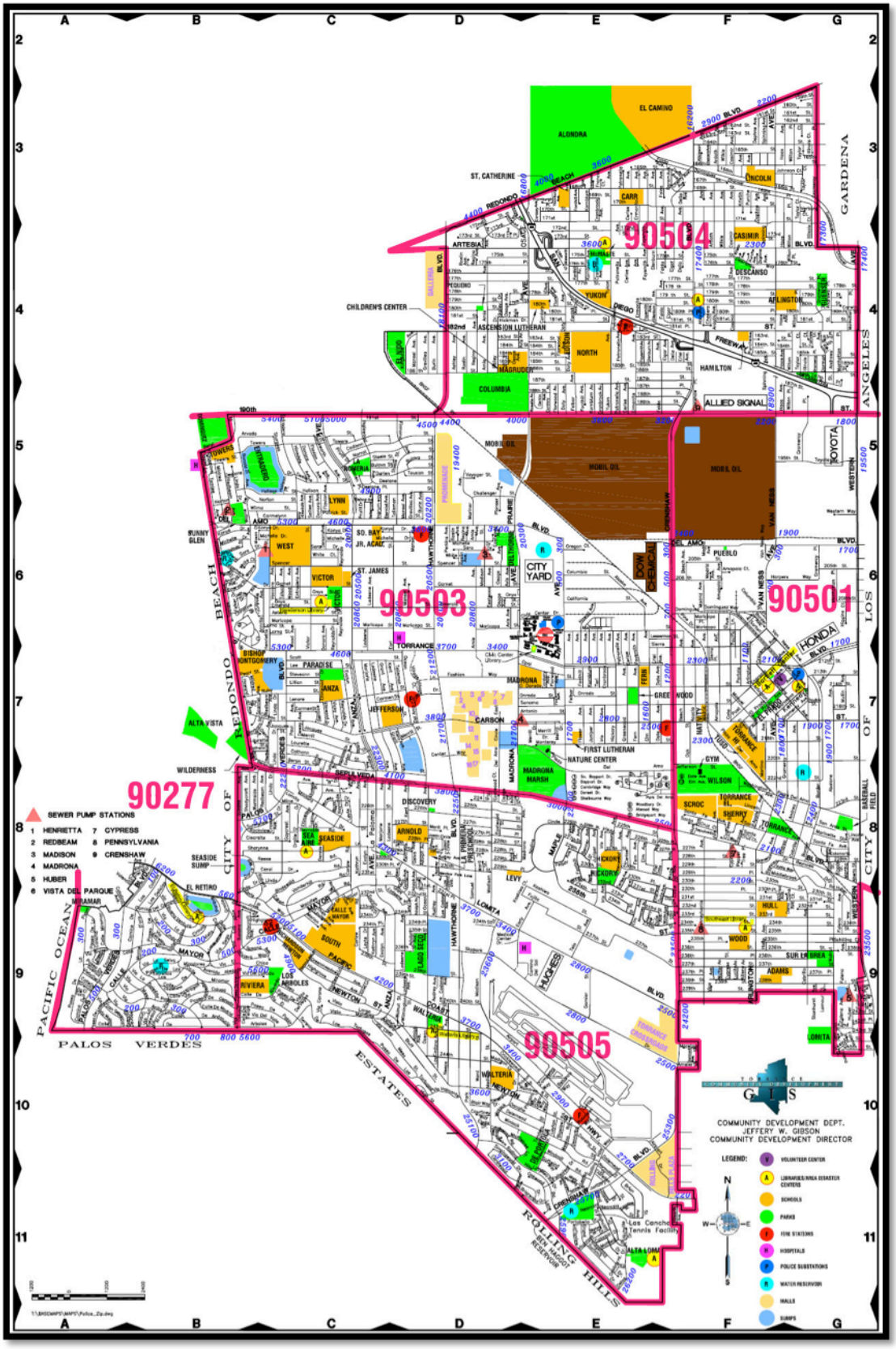
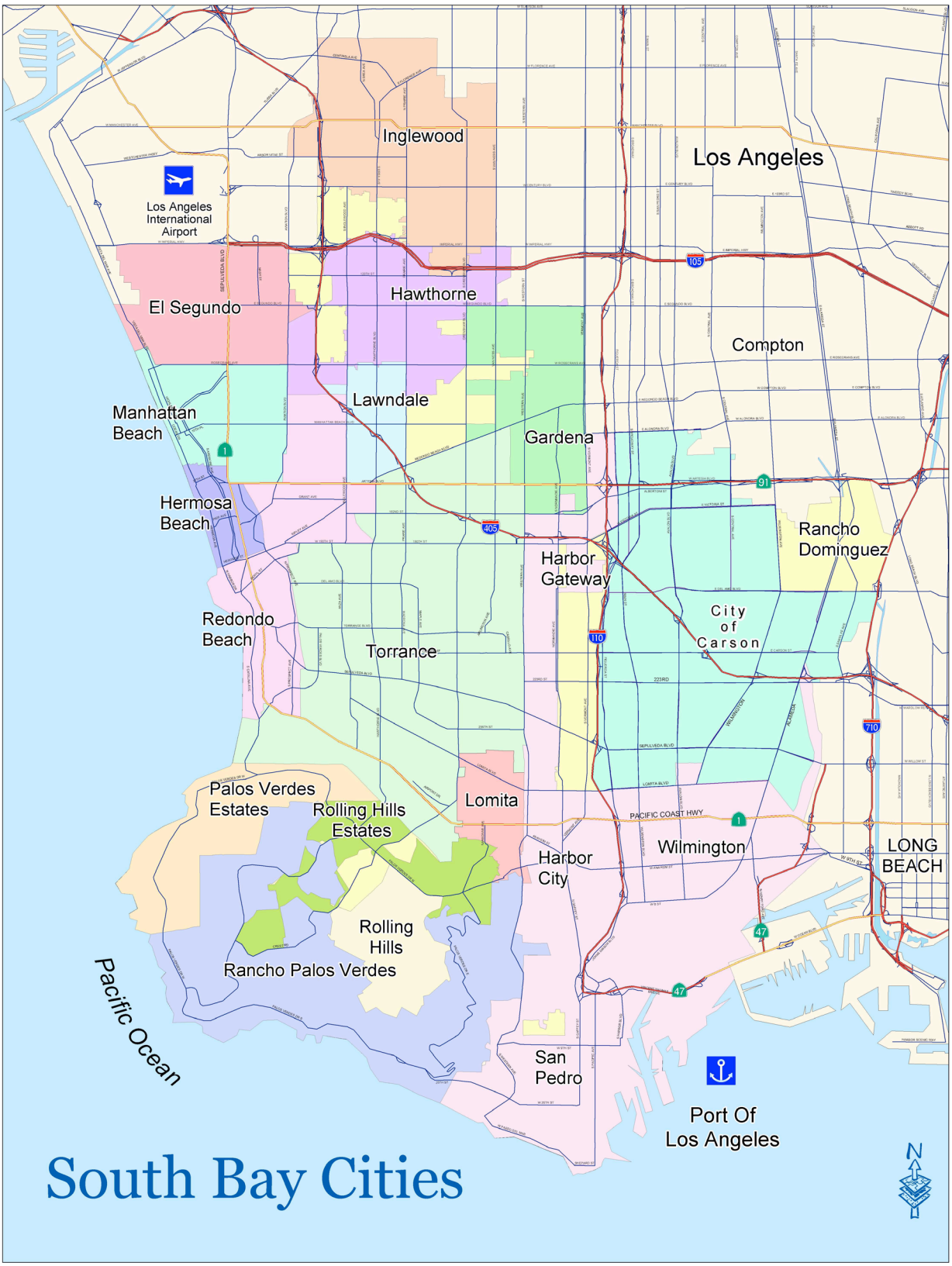


FIGURE 10 - ADJACENT JURISDICTIONS



EMERGENCY OPERATIONS

This section of the EOP establishes policies and procedures and assigns responsibilities to ensure the effective management of emergency operations under the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It provides information on the City of Torrance's emergency management structure and how the emergency management team is activated.

The City's emergency management organization is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.

OBJECTIVES

The overall objective of emergency management is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural disasters, technological incidents, and national security emergencies. To carry out its responsibilities, the City will accomplish the following objectives during a disaster/emergency:

- Overall management and coordination of emergency response and recovery operations, including on-scene incident management as required.
- Coordinate and liaison with appropriate federal, state and other local government agencies, as well as applicable segments of private sector entities and volunteer agencies.
- Establish priorities and resolve any conflicting demands for support.
- Prepare and disseminate emergency public information to inform, alert, and warn the public.
- Disseminate damage information and other essential data.

CONCEPT OF OPERATIONS

The City will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed.
- All city and departmental operating procedures will be adhered to unless modified by the City Council or the Director of Emergency Services.
- All on-duty personnel are expected to remain on duty until properly relieved of duty. Off-duty personnel will be expected to return to work in accordance with the city's policies and their respective department's emergency plan.
- While in a disaster mode, operational periods will be 12 hours for the duration of the event. Operational periods will normally change at 6:00 a.m. and 6:00 p.m. The length of the work shifts may be adjusted to meet local conditions.

City emergency response and recovery operations will be managed in one of three modes, depending on the magnitude of the incident (**See Figure 11**).

LEVEL ONE - DECENTRALIZED COORDINATION AND DIRECTION

Level One activation may be a minor to moderate incident wherein local resources are adequate and available. A Local Emergency may or may not be proclaimed. The City EOC may or may not be activated. Off-duty personnel may be recalled.

LEVEL TWO - CENTRALIZED COORDINATION AND DECENTRALIZED DIRECTION

Level Two activation may be a moderate to severe emergency wherein local resources are not adequate and mutual aid may be required on a regional or even statewide basis. Key management level personnel from the principal involved agencies will co-locate in a central location to provide jurisdictional or multi-jurisdictional coordination. The EOC should be activated. Off-duty personnel may be recalled. A Local Emergency will be proclaimed and a State of Emergency may be proclaimed.

LEVEL THREE - CENTRALIZED COORDINATION AND DIRECTION

Level Three activation may be a major local or regional disaster wherein resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency will be proclaimed, a State of Emergency may be proclaimed, and a Presidential Declaration of an Emergency or Major Disaster will be requested. All response and early recovery activities will be conducted from the EOC. All off-duty personnel will be recalled as necessary to support response and recovery efforts.

EMERGENCY MANAGEMENT ORGANIZATION AND RESPONSIBILITIES

CITY'S EMERGENCY MANAGEMENT ORGANIZATION

The City's Emergency Management Organization (including emergency response and recovery) will be directed by the City Manager who serves as the Director of Emergency Services and has the responsibility for:

- Implementing the EOP.
- Working with the City Council and Disaster Council per the City's Municipal Code Section 16.2.
- Oversee all city disaster preparedness.

While serving as the Director of Emergency Services during an actual emergency/disaster, this position will be referred to as the Emergency Services Director. The Director of the EOC will be referred to as the EOC Director.

The Director of Emergency Services and the EOC Director are supported by the Emergency Management Organization and has overall responsibility for:

- Organizing, staffing, and operating the Emergency Operations Center (EOC).
- Coordinating communications and warning systems.
- Providing information and guidance to the public.
- Maintaining information on the status of resources, services, and operations.
- Directing overall operations.

- Obtaining support for the City of Torrance and providing support to other jurisdictions as required.
- Identifying and analyzing potential hazards and recommending appropriate countermeasures.
- Collecting, evaluating, and disseminating damage assessment and other essential information.
- Providing status and other reports to the Los Angeles County Operational Area.

The City's Emergency Organization Chart and Responsibility Matrix are contained in **Figure 12**.

CITY DISASTER COUNCIL

In accordance with the California Emergency Services Act, the City was accredited by the State of California Emergency Council. The primary role of the Disaster Council is to develop and recommend for adoption by the City Council the City's emergency plan, emergency services organization, mutual aid plans and agreements and any other emergency management-related rules and regulations.

The membership of the Disaster Council is designated in Ordinance 2580. The membership of the Council is as follows:

- The Director of Emergency Services.
- The Assistant Director of Emergency Services.
- The Deputy Director of Emergency Services.
- Such chiefs of Emergency Services as are provided for by resolution pursuant to this Chapter.
- The Emergency Services Coordinator.
- Such representatives of civic, business, labor, veterans, professional or other organizations having an official emergency responsibility as may be appointed by the Mayor with the approval of the City Council.
- Four members appointed by the Mayor, with the approval of the City Council.

The Disaster Council meets upon call of the Director of Emergency Services or, in their absence from the City or inability to call such meeting, upon the call of the Assistant Director of Emergency Services. Given the role assigned to the Disaster Council by State law, it should be convened when a significant change is made to the City's emergency services organization or emergency plans or in the event of a major disaster.

EMPLOYEE ASSIGNMENTS AND RESPONSIBILITIES

Ultimately, all exempt and non-exempt employees must be prepared to report to the EOC if requested, provided they are physically able to do so. If the telephone system has failed and no other means of communication is available, employees shall be guided by their respective department response plans. Additionally, employees are encouraged to listen to the radio, as the City will utilize the designated Emergency Alert System (EAS) radio station for Los Angeles County (KFI 640 AM, KFWB 980, KNX 1070 AM) to broadcast information relative to Torrance City employees.

All city personnel need to realize as disaster service workers they may need to use good judgment and "self-activate" to your job site if the situation warrants and all means of communication is down.

California Labor Code §3211.92(b) identifies public agency employees as Disaster Service Workers. Consequently, all on-duty City employees are expected to remain at work. Off-duty employees should

report for work in accordance with City policy. If at home when a disaster occurs, employees are expected to ensure the welfare of their families and homes before reporting to work.

At the time of an emergency, all City employees are eligible to be called upon to assume an emergency assignment. Should that become necessary, the City Manager may suspend normal City business activities. The Personnel Unit in the City EOC Logistics Section will coordinate recruiting, orienting and assigning City employees and volunteers to emergency tasks, as directed by the Director of Emergency Services.

In addition to being available for an emergency assignment, it is the responsibility of all City staff to:

- Be familiar with the City emergency organization, concept of emergency operations and the procedures outlined in this EOP.
- Be familiar with department emergency procedures.
- Attend required emergency training and exercises.
- Maintain proficiency in any special skills needed for emergency assignment.

City Employee Notification and Recall

- For obvious emergencies, (e.g., major earthquakes):
- Employees pre-assigned to an emergency role/EOC function should automatically report to their duty station.
    - All other employees must:
        - Follow their respective department response plans.
        - Monitor radio stations KFI 640 AM, KFWB 980 AM or KNX 1070 AM for instructions.
        - Attempt to make contact with City Hall.
        - Report for their next scheduled shift if no emergency instructions are available.
- For all other events, department managers will implement telephone calling trees or other means of notifying employees (e.g., pager, radio, etc.) and provide instructions on when and where to report.

CITY'S EMERGENCY OPERATIONS CENTER (EOC)

Day-to-day operations are conducted from departments and agencies that are widely dispersed throughout the City. In a major emergency or disaster, the City will use an Emergency Operations Center (EOC), from which centralized emergency management can be performed during a major emergency or disaster. This facilitates a coordinated response by the Director of Emergency Services, Emergency Management Staff and representatives from organizations who are assigned emergency management responsibilities. The level of EOC staffing will vary with the specific emergency situation.

An EOC provides a central location of authority and information, and allows for face-to-face coordination among personnel who must make emergency decisions. The following functions are performed in the City of Torrance's EOC:

- Managing and coordinating emergency operations.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.

- Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to County and State agencies, military, and federal agencies.
- Preparing intelligence/information summaries, situation reports, operational reports, and other reports as required.
- Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations.
- Continuing analysis and evaluation of all data pertaining to emergency operations.
- Controlling and coordinating, within established policy, the operational and logistical support of departmental resources committed to the emergency.
- Maintaining contact and coordination with support DOCs, other local government EOCs, and the Los Angeles County Operational Area.
- Providing emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary.
- Resource ordering, dispatching, and tracking.

EOC MANAGEMENT

The primary and alternate EOC facility management is the responsibility of the Emergency Services Coordinator and includes maintaining the operational readiness of the primary and alternate EOCs.

Positions assigned to the EOC will advise/brief city decision makers of the emergency situation and recommend actions to protect the public, i.e., alerting and warning the public, evacuation of risk area, activation of shelters, request for State/Federal assistance, etc.

The Director of Emergency Services and the EOC Director will have the primary responsibility for ensuring that the City Council is kept appraised of the situation and will bring all major policy issues to the Council for review and decision.

EOC ACTIVATION

The City Emergency Operations Center (EOC) can be set up and activated when field response agencies need support or to assist with coordination between multiple agencies; either during a preplanned event or emergency situation (**See Figure 1**).

The EOC allows for departments to better communicate with each other. It centralizes operations for a lengthy event that involves multiple city departments. The local official(s) implementing SEMS/NIMS may function from the EOC or from locations depending on the situation. Activated EOCs may be partially or fully staffed to meet the demands of the situation.

The Operational Area must be notified via the designated countywide emergency reporting systems when the EOC is activated. The Disaster Management Area Coordinator (DMAC) should also be notified.

When to Activate

The City Emergency Operation Center should be activated when field events can be better managed from a centralized operation. Examples are:

- A significant earthquake causing damage in the City or neighboring jurisdictions.
- An unscheduled, unusual event that requires the Community Services department set up a shelter for evacuees.
- An emergency situation that has occurred or might occur of such a magnitude that it will require a large commitment of resources from two or more City Departments over an extended period of time (e.g. major hazardous material incident, civil disturbance, "State of War Emergency," high-rise structure fire, or severe weather conditions, etc.).
- Scheduled and/or unusual events that requires centralized management.
- Media intensive events that requires centralized management.

Authorized Personnel Who Can Activate the EOC

Activation of the EOC can occur when directed by the City Manager, Assistant City Manager, Fire Chief, Division Fire Chief, Police Chief, Deputy Police Chief, Emergency Services Coordinator, or in the absence of those personnel, the on duty Police Department Watch Commander or Fire Battalion Chief.

EOC Activation Guidelines

- Contact an official who has authority to activate the EOC (see list above) and request activation to the level needed (**Refer to Figure 11 - EOC Staffing Guide**); or if authorized contact the Public Safety Communications Center directly to activate the EOC.
- Identify yourself and provide a callback confirmation phone number.
- Briefly describe the emergency/disaster situation causing this request.
- Identify what EOC functions will be needed.
- Request notification of EOC staff via Management Paging System.
- Set up the EOC. **(**See EOC Set Up Procedures in Part Two, Management Section Support Documentation.)
- Ensure that Operational Area and DMAC are notified regarding the activation of the City's EOC.
- All employees, elected officials and partner agencies should be advised when either the EOC or alternate EOC is activated.

EOC Deactivation Procedures

- The EOC Director will determine which units, branches or sections are no longer needed and order EOC deactivation to begin.
- Deactivated units will complete all required paperwork and transfer any remaining tasks or responsibilities to the appropriate unit, branch or section.
- As EOC deactivation continues, this process will repeat itself.
- The deactivation should be overseen by the Demobilization Unit to ensure procedures are followed.
- Notify the Operational Area and the Area G Disaster Management Area Coordinator when the EOC deactivation is complete.

SEMS/NIMS RESPONSIBILITIES

MANAGEMENT SECTION

Responsible for overall emergency management policy and coordination through the joint efforts of governmental agencies and private organizations. Management will either activate appropriate sections or perform their functions as needed.

OPERATIONS SECTION

Responsible for coordinating all jurisdictional operations in support of the disaster/emergency response through implementation of the city's EOC Action Plan.

PLANNING/INTELLIGENCE SECTION

Responsible for collecting, evaluating, and disseminating information; coordinating the development of the city's EOC Action Plan in coordination with other sections; initiating and preparation

LOGISTICS SECTION

Responsible for providing communications, facilities, services, personnel, equipment, supplies, and materials.

FINANCE/ADMINISTRATION SECTION

Responsible for financial activities and other administrative aspects.

The EOC organization should include representatives from special districts, volunteer agencies, and private agencies with significant response roles.

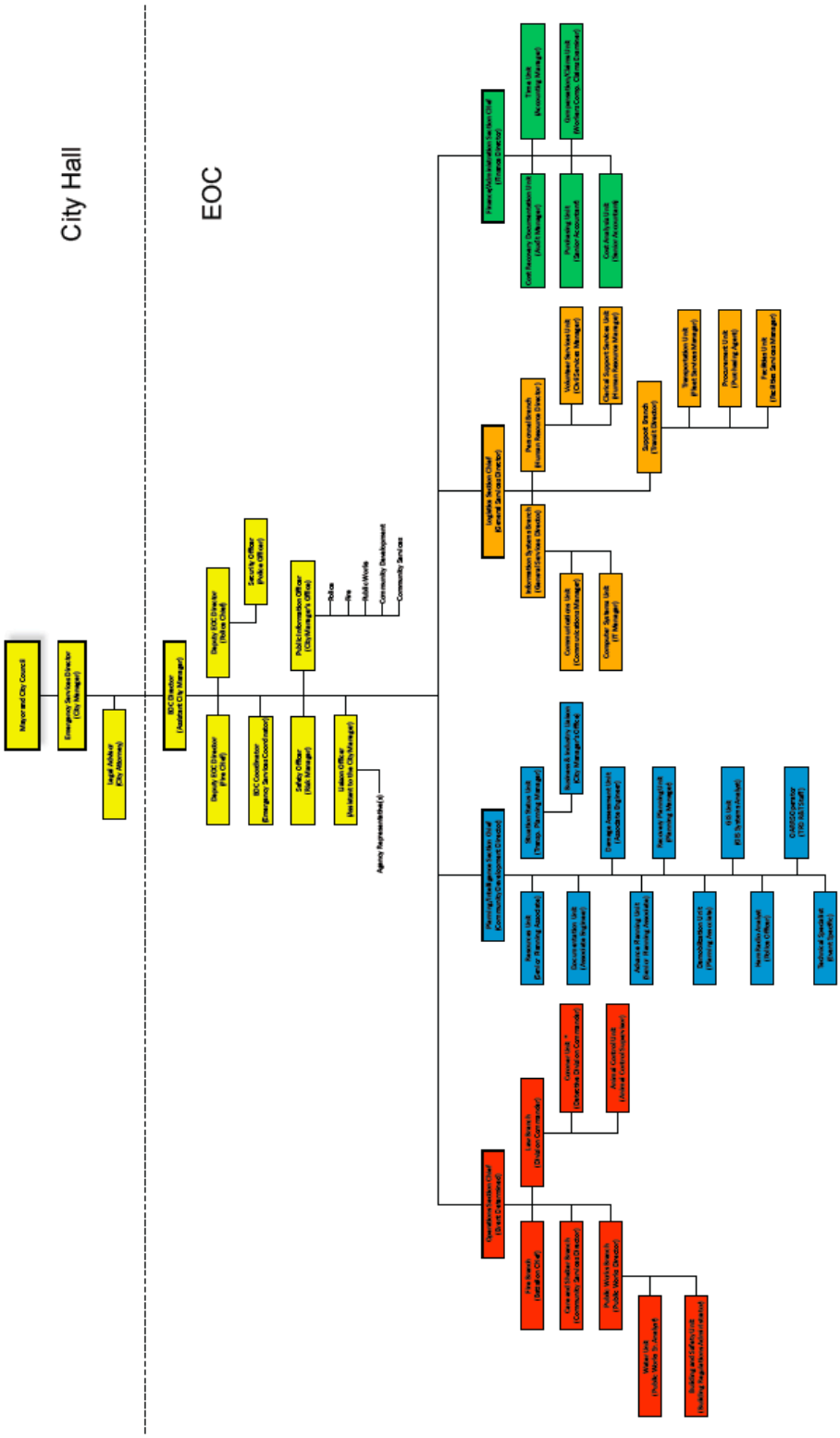
ORGANIZATION FLEXIBILITY - MODULAR ORGANIZATION

The five essential SEMS functions will be established as "sections" within the EOC and all other functions will be organized as branches, groups, or units within sections. The types of activated functions and their relationship to one another will depend upon the size and nature of the incident. Only those functional elements that are required to meet current objectives will be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.

FIGURE 11 - CITY OF TORRANCE EMERGENCY OPERATIONS CENTER STAFFING GUIDELINES

Event/Situation	Activation Level	Minimum Staffing
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment	ONE	Emergency Services Coordinator Other Designees Note: May be limited to Department Operations Center activation.
Severe Weather Issuance		
Significant incidents involving 2 or more Departments		
Earthquake Advisory/Prediction Level One		
Earthquake with damage reported	TWO	EOC Director Emergency Services Coordinator Section Chiefs, Branches and Units as appropriate to situation Liaison/Agency representatives as Appropriate
Earthquake Advisory/Prediction Level Two or Three		
Major wind or rain storm		
Two or more large incidents involving 2 or more departments		
Major scheduled event		
Severe hazardous materials incident involving large-scale or possible large-scale evacuations		
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment		
Major city or regional emergency - multiple departments with heavy resource Involvement	THREE	All EOC positions
Earthquake with damage		
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment		

FIGURE 12 - CITY OF TORRANCE EOC FUNCTION CHART



EMERGENCY PROCLAMATION PROCESS

The California Emergency Services Act provides the basic authority for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act. There are three types of proclamations of emergency in the State of California: local emergency, state of emergency and state of war emergency.

LOCAL EMERGENCY (CITY)

A Local Emergency may be proclaimed by the City Council or by the Director of Emergency Services as specified by Section 16.2.6 of the City Municipal Code. A Local Emergency proclaimed by the Director of Emergency Services must be ratified by the City Council within seven days. The governing body must review the need to continue the proclamation at least once every 30 days until the Local Emergency is terminated. The Local Emergency must be terminated by resolution as soon as conditions warrant. Proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within the city caused by natural or man-made situations.

The proclamation of a Local Emergency provides the governing body with the legal authority to:

- Request, if necessary, that the Governor proclaim a State of Emergency and/or request a Presidential declaration.
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements.
- Request state agencies and other jurisdictions to provide mutual aid.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and materials from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- Impose penalties for violation of lawful orders.
- Conduct emergency operations without incurring legal liability for performance, or failure of performance (Note: Article 17 of the Emergency Services Act, Section 8655, provides for certain privileges and immunities).

Note: Emergency proclamation forms are in Part Two, Management Section - Support Documentation. The City Attorney's Office is responsible for preparing and submitting the paperwork with the assistance of the City Clerk's Office and the Emergency Services Coordinator. Documents will be on file in the City Clerk's Office.

The City should immediately notify and send a copy of the City's proclamation to the Operational Area EOC so that the County can request a Local Emergency proclamation or a concurrence by the County.

RECOVERY OPERATIONS

This section of the EOP establishes policies and procedures and assigns responsibilities to ensure the effective and efficient recovery operations under the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It provides information on the City of Torrance's recovery operations structure and how the emergency management team transitions from the response phase into the recovery phase.

Furthermore, this section identifies the roles, responsibilities, and tasks associated with the nine functions typically performed in all disaster recovery operations. It also provides guidance for checklists, ordinances and other aids for recovery teams.

The City's emergency management organization is responsible for the recovery policy and coordination through the joint efforts of governmental agencies and private organizations.

OBJECTIVES

The overall objective of disaster recovery is to ensure the effective management of financial, organizational, and human resources focused on both short-term and long-term needs, based on locally defined priorities in response to natural disasters, technological incidents, and national security emergencies. To carry out its responsibilities, the City will accomplish the following objectives:

- Analyze post-disaster conditions and opportunities for restoring the community to pre-disaster condition or better.
- Identify needs and priorities in repairing and restoring essential facilities for short and long-term functioning of the community.
- Initiate rapid debris removal and clean-up.
- Initiate hazard abatement (short-term) and mitigation (long-term).
- Initiate housing recovery (temporary and long-term).
- Identify the methodology for local business recovery and temporary business resumption.
- Provide support for essential economic facility recovery (e.g., ports, highways, and railways).
- Maximize available State and Federal assistance for the recovery of City disaster response costs.
- Coordinate with the Operational Area (the County of Los Angeles) to provide for long-term social and health services.
- Facilitate the after action reporting and corrective action reports.

ESTABLISHMENT OF THE RECOVERY SECTION

The City's response to an emergency is driven by the type and magnitude, likewise the actions taken to recover from a disaster will be determined by the incident itself. Immediately after the onset of an emergency/disaster the Recovery Planning Unit within the Planning/Intelligence Section, with the support and coordination of the Finance Section, will begin the initial recovery planning.

As the incident progresses and begins to shift from the response phase to the actual recovery phase, the Emergency Services Director will determine the appropriateness of establishing a separate section from the EOC to focus on recovery operations. The Emergency Services Director and the Management

Section within the EOC will determine which units should be activated for the recovery effort. The following units that may be established as the need arises and their primary responsibilities include:

- Planning Unit
  - Land use and zoning for redevelopment of damaged areas
  - Environmental assessment
  - Housing programs and assistance

- Public Works Unit
  - Building and safety inspections
  - Demolition and debris removal
  - Restoration of utility services

- Finance Unit
  - Accounting and claims processing
  - Contracting for recovery service and supplies
  - Applications for disaster financial assistance
  - Liaison with assistance providers
  - Disaster financial assistance project management
  - On-site recovery support

Staffing for these units will be provided from other Sections within the EOC. In most incidents, pre-existing positions within other Sections, Branches and Units will simply transition into these positions as the incident progresses from the response phase to the recovery phase. The positional checklists within Part Two contain the necessary resources and guidelines for such a transition.

FIGURE 14 - DISASTER RECOVERY SEQUENCE OF EVENTS

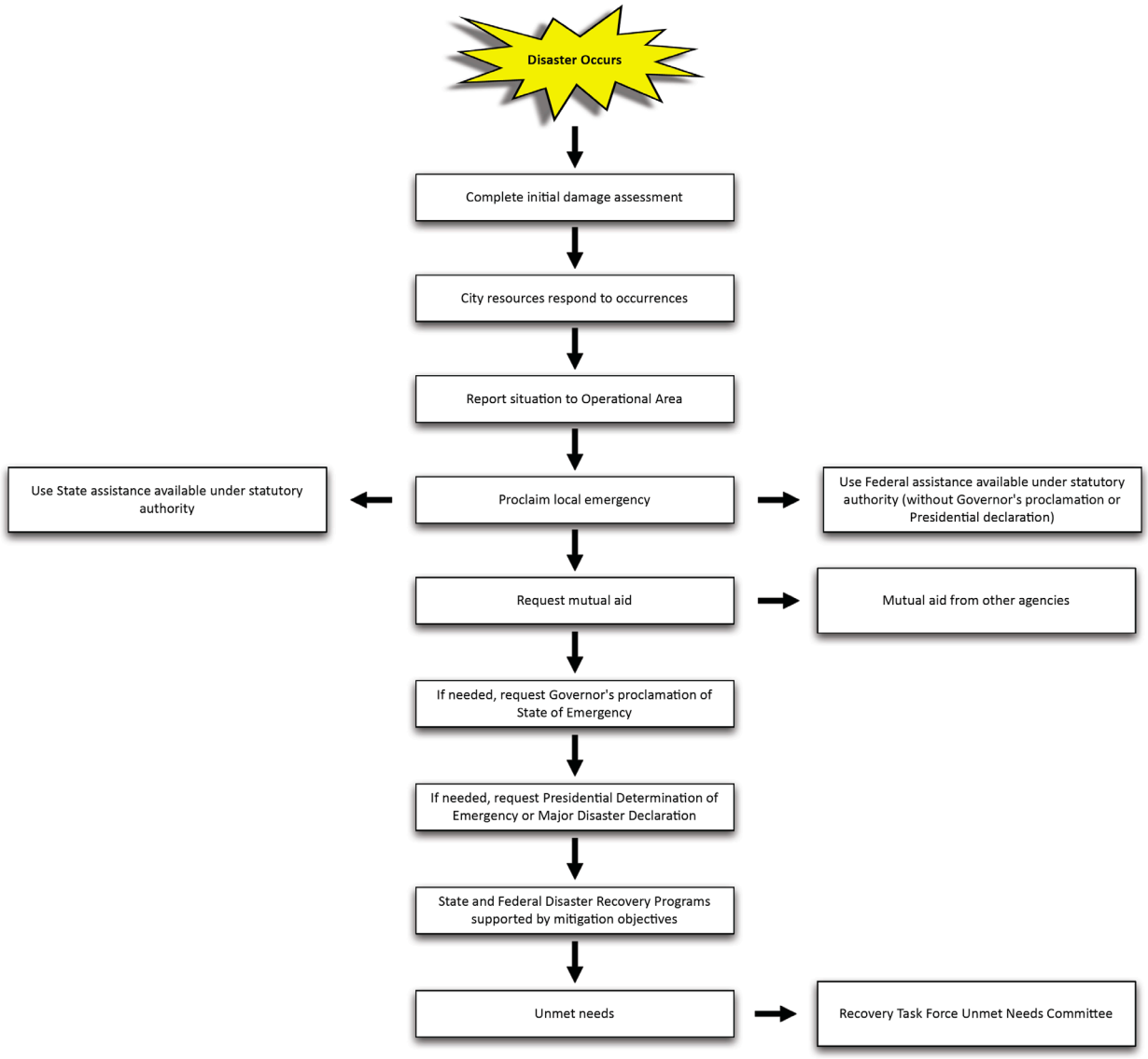
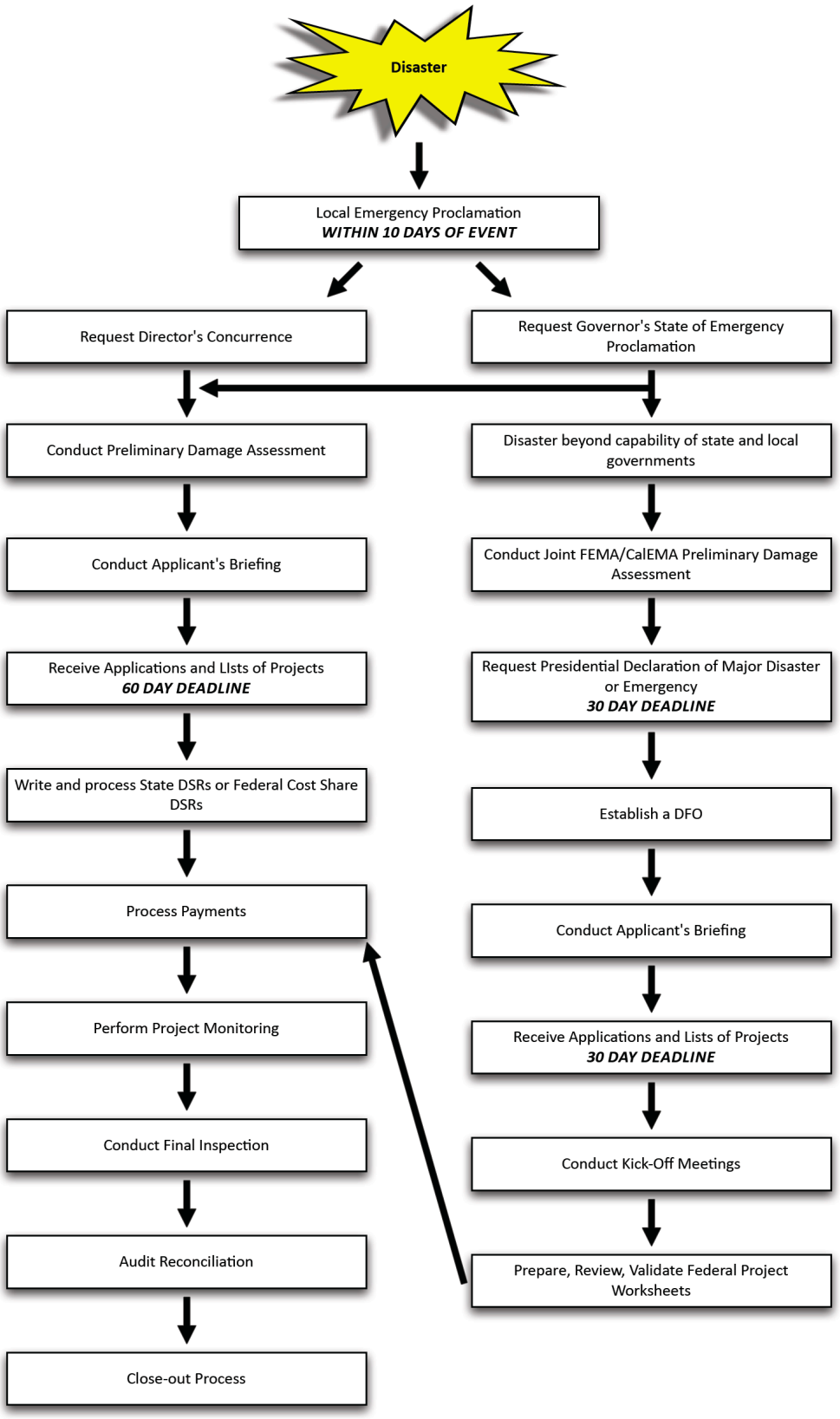


FIGURE 15 - RECOVERY PROGRAMS APPLICATION FLOW CHART



AUTHORITIES AND REFERENCES

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code), hereafter referred to as the Act, provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations), hereafter referred to as SEMS, establishes SEMS as the effective response to multi-agency and multi-jurisdiction emergencies in California. SEMS is based on the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program. SEMS incorporates the use of ICS, the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept, multi-agency or inter-agency coordination, and OASIS.

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act and provides overall statewide authorities and responsibilities, and describes the functions and operations of government at all levels during extraordinary emergencies, including wartime. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof." Local emergency/disaster plans are, therefore, considered extensions of the California Emergency Plan that was reviewed as complying with NIMS in September of 2005.

AUTHORITIES

The following provides emergency authorities for conducting and/or supporting emergency operations:

FEDERAL

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93 288, as amended).
- Federal Civil Defense Act of 1950 (Public Law 920), as amended.
- Emergency Planning and Community Right-To-Know Act of 1986, also known as the Superfund Amendments and Reauthorization Act of 1986, Title III (42 U.S.C. §§ 11001-11050)
- Homeland Security Act, P.L. 107-296, as amended (6 U.S.C. §§101-557)
- Volunteer Protection Act of 1997, P.L. 105-19 (42 U.S.C. §§ 14501-14505)

STATE

- Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations) and (Government Code Section 8607(a).
- Standardized Emergency Management System (SEMS) Guidelines.
- California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).
- “Good Samaritan” Liability
- California Natural Disaster Assistance Act (Chapter 7.5 of Division 1 of Title 2 of the Government Code).

- California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials.
- Executive Order S-2-05, National Incident Management System Integration into the State of California.
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency.
- Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency.

LOCAL

- Emergency Preparedness - Chapter 6 of Division 1 of the Torrance Municipal Code
- Resolution No. 2132 adopting the California Disaster and Civil Defense - Master Mutual Aid agreement, adopted December 12, 1950.
- Resolution 66-70 adopting Mutual Aid and Joint Powers Agreement within Area G of Civil Defense Region 1, adopted April 5, 1966.
- Contract C90-018 establishing a Public Works Mutual Aid Agreement, adopted March 27, 1990.
- Contract # 077 establishing a Fire Mutual Aid Agreement, adopted November 1961.
- Emergency Managers Mutual Aid Plan, September 1995.

REFERENCES

- National Incident Management System, U.S. Department of Homeland Security, March 1, 2004.
- NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team).
- National Response Plan, U.S. Department of Homeland Security, November 2004.
- Disaster Assistance Procedure Manual (State Cal EMA).
- California Emergency Plan.
- California Emergency Resources Management Plan.
- California Hazardous Materials Incident Contingency Plan.
- California Master Mutual Aid Agreement, September 1975.
- California Law Enforcement Mutual Aid Plan.
- California Fire and Rescue Operations Plan.
- City of Torrance Hazard Mitigation Plan, October 2004.
- Los Angeles County Emergency Response Plan adopted February 17, 1998.

PART TWO - EMERGENCY ORGANIZATION FUNCTIONS OVERVIEW

Part Two of the EOP describes the emergency/disaster response organization and provides checklists and reference material for the Emergency Operations Center (EOC) staff. Part Two is organized into the five sections of the EOC: Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration.

MANAGEMENT SECTION

Responsible for overall emergency management policy and coordination through the joint efforts of governmental agencies and private organizations. The Management Section will either activate appropriate sections or perform their functions as needed.

MANAGEMENT SECTION STAFF

The City Manger shall serve as the Emergency Services Director for the City of Torrance. The Emergency Services Director is responsible for overall emergency management policy and coordination through the joint efforts of governmental agencies and private organizations. The Emergency Services Director (City Manager) works closely with the City Council and Department Heads. The Legal Advisor is the City Attorney who provides legal advice and assists in the proclamation of an emergency. The Assistant City Manager shall serve as first alternate and the Assistant to the City Manager shall serve as second alternate to the Director of Emergency Services. The City Manager will direct the Assistant City Manager to activate the Emergency Operation Center. Operating outside the EOC, the Emergency Services Director will keep the City Council appraised of situation status, request a proclamation and/or ratify a local emergency, approve emergency orders and serve as City Official. Lastly, operating outside of the EOC, the Legal Officer is the City Attorney and provides legal advice to both the Emergency Services Director and the EOC Director in all legal matters relative to the emergency and assists in the proclamation of an emergency.

EMERGENCY OPERATIONS CENTER OVERSIGHT

The Management Section in the EOC is lead by the EOC Director and is established for every EOC activation to coordinate EOC operations. The Assistant City Manager will fill this position. The EOC Director, the General Staff (Section Chiefs), the EOC Coordinator and others (as designated by the EOC Director) make up the EOC Management Section. The team is responsible for advising the EOC Director on EOC policy matters. They also assist the Emergency Services Director in the development of overall strategy and tactics to mitigate the incident and rules, regulations, proclamations and orders. Management Section also includes certain staff functions required to support the Management function, which typically include:

- EOC Coordinator
- Liaison Officer
- Public Information Officer
- Safety Officer
- Security Officer

EOC Coordinator

The EOC Coordinator facilitates the overall functioning of the EOC, coordinates with other agencies and SEMS/NIMS levels, and serves as a resource to the EOC Director. The City's Emergency Services Coordinator serves as the EOC Coordinator and is assisted by Emergency Services staff.

Liaison Officer

The Liaison Officer serves as the point of contact for Outside Agency Representatives from assisting organizations and agencies outside our city government structure. The Liaison Officer aids in coordinating the efforts of these outside agencies to reduce the risk of their operating independently. This ensures each agency is doing what it does best and maximizes the effectiveness of available resources. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations. The Assistant to the City Manager will fill this position.

Public Information Officer

The Public Information Officer (PIO) ensures that information support is provided on request; that information released is consistent, accurate, timely, and appropriate information is provided to all required agencies and the media. This position is filled by the Cable & Community Relations Manager. Representatives from departments involved in the response/recovery (Police, Fire, Public Works, Community Services, etc.) will serve in supportive roles to the lead PIO.

After receiving a briefing from the EOC Director, the PIO will establish an area for the media away from the EOC and Command Post. The media information center is located in the City Cable Building, 3350 Civic Center Drive, Torrance, CA 90503. The PIO will provide news releases, answer questions the media may have and arrange for tours or photo opportunities of the incident. The PIO will coordinate all information releases and media contacts with the EOC Director. When federal agencies are involved and a Joint Information Center (JIC) is established the Public Information Officer will coordinate and communicate with the JIC or assign an individual to the JIC to ensure coordination of information dissemination with federal agencies.

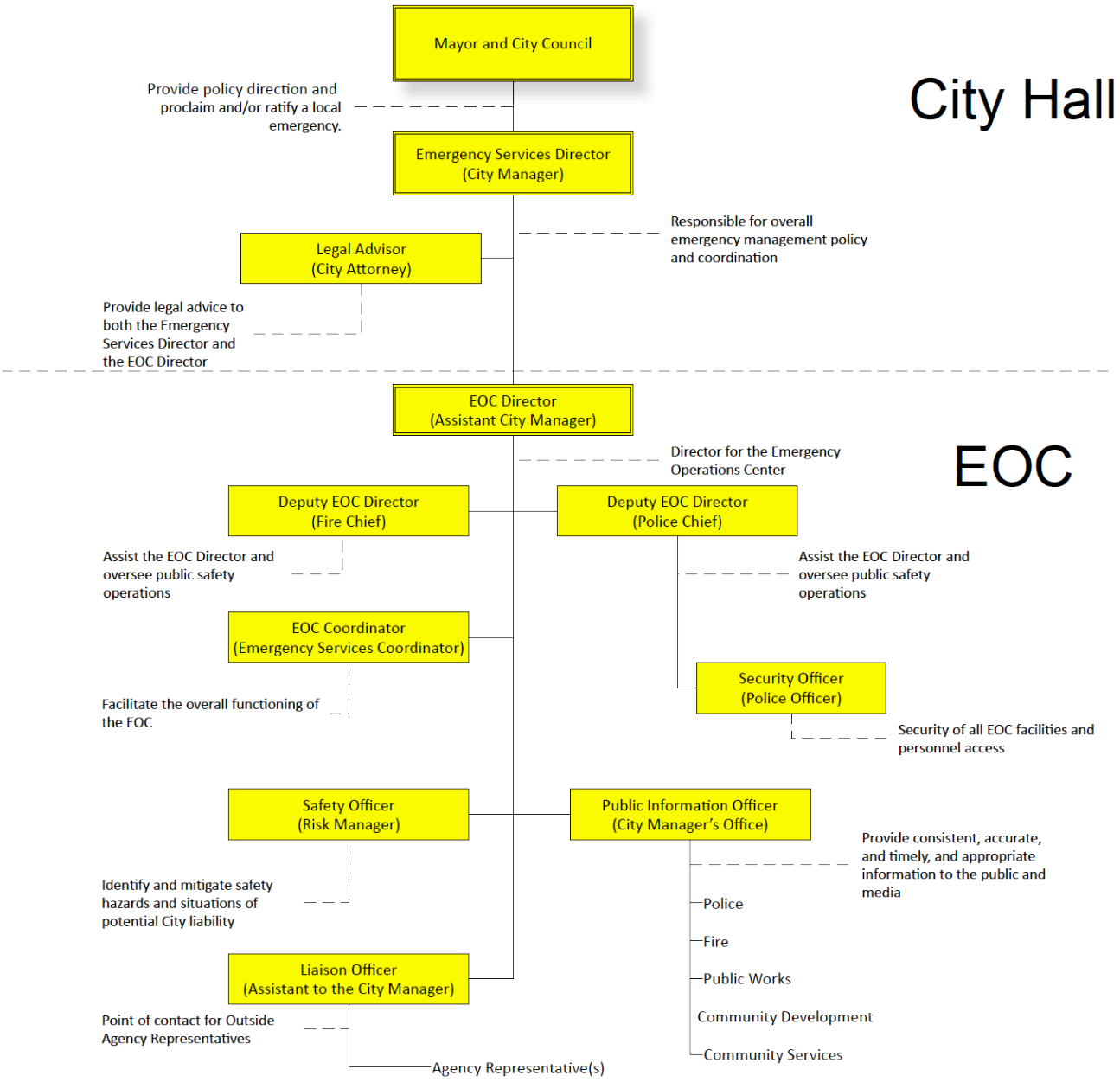
Safety Officer

The Safety Officer is responsible for identifying and mitigating safety hazards and situations of potential City liability during EOC operations and ensuring a safe working environment in the EOC. This position will be needed mostly at the beginning of activating the EOC. Once the safety of the EOC has been assessed, this position may be filled as needed. The Risk Manager will fill this position.

Security Officer

The Security Officer is responsible for security of all EOC facilities and personnel access. The Police Department will assign a Police Officer to this position upon activation of the EOC.

FIGURE 1 - MANAGEMENT SECTION ORGANIZATION CHART



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OPERATIONS SECTION

To enhance the capability of the City of Torrance to respond to emergencies by carrying out coordinated tactical operations based upon the EOC Action Plan, it is the policy of this Section that the priorities of responses are to be:

- Protect life, environment, and property.
- Carry out objectives of the EOC Action Plan.
- Ensure coordinated incident response.
- Cooperate with other sections of the City's emergency response team.

OPERATIONS SECTION STAFF

The Fire Division Chief, Deputy Police Chief or event determined manager, will fill the position of Operations Section Chief. The EOC Director also may designate the Operations Section Chief.

The Operations Section Chief will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches. The following branches may be established as the need arises:

- Law Branch
- Fire Branch
- Public Works Branch
- Care and Shelter Branch

The Operations Section Chief may activate additional units as necessary to fulfill an expanded role.

Operations Section Chief

The Operations Section Chief, a member of the EOC Director's General Staff, is responsible for coordinating all city operations in support of the emergency response through implementation of the City's EOC Action Plan and for coordinating all requests for mutual aid and other operational resources. The Chief is responsible for:

- Understanding the current situation.
- Predicting probable resource needs.
- Preparing alternative strategies for procurement and resources management.

Law Branch

The Law Branch is responsible for coordinating evacuations, enforcing laws and emergency orders, establishing safe traffic routes, ensuring that security is provided at incident facilities, ensuring access control to damaged areas, ordering and coordinating appropriate mutual aid resources and assuming responsibility for the Coroner function in the absence of the Los Angeles County Coroner. The Law Branch will also be responsible for Animal Control activities.

Fire Branch

The Fire Branch is responsible alerting and warning the public, for coordinating personnel, equipment and resources committed to the fire, field medical, search and rescue and hazardous materials elements of the incident.

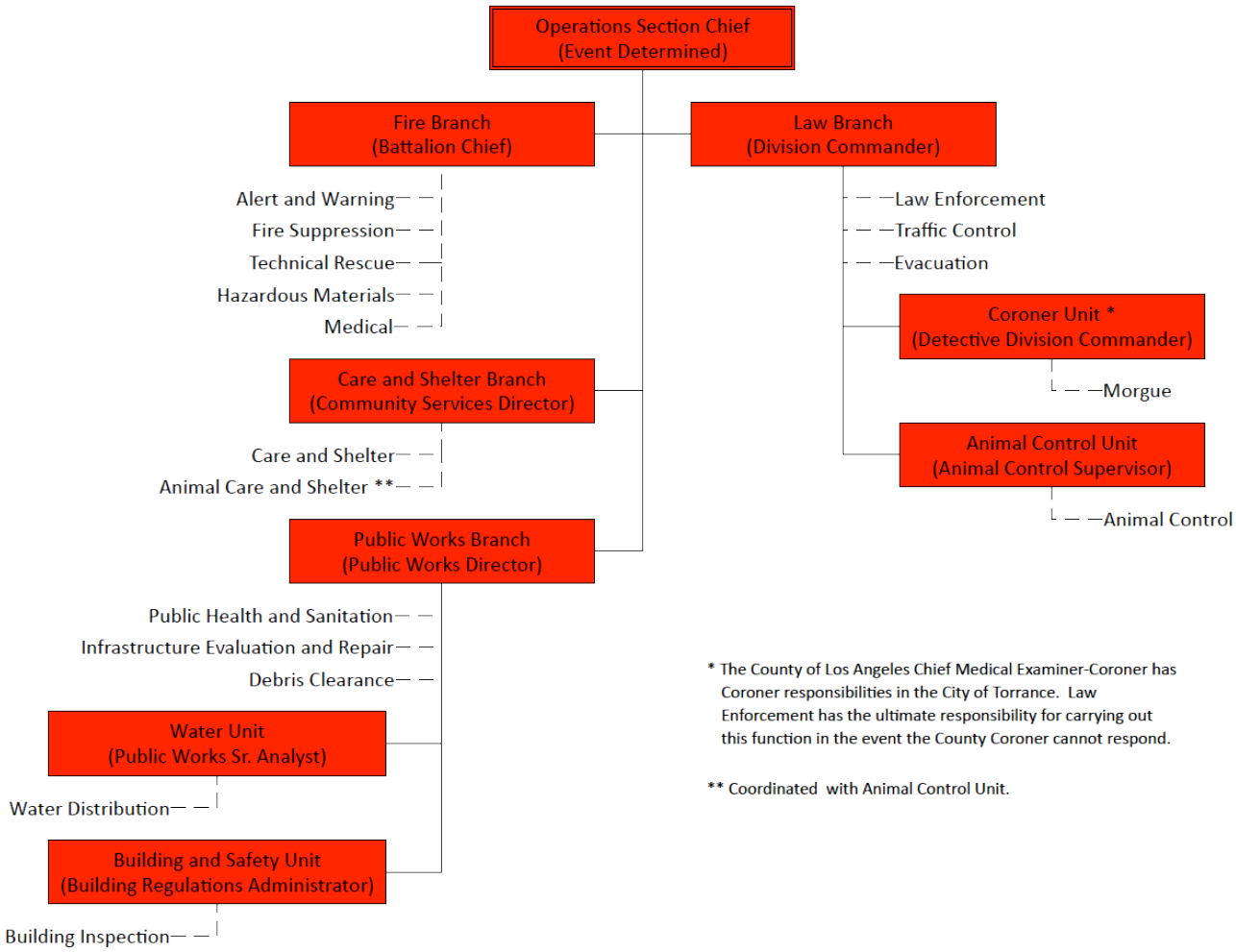
Public Works Branch

The Public Works Branch is responsible for coordinating all Public Works operations; maintaining public facilities; surveying utilities and services, restoring those utilities that are damaged or destroyed; the evaluation and inspection of all City-owned and private structures damaged in an incident; debris removal; water distribution/and coordinating the provision of public health and sanitation.

Care and Shelter Branch

The Care and Shelter Branch is responsible for providing care and shelter for disaster victims and animals, and will coordinate efforts with the American Red Cross, Animal Disaster Team and other volunteer agencies.

FIGURE 2 - OPERATIONS SECTION ORGANIZATION CHART



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PLANNING/INTELLIGENCE SECTION

The Planning/Intelligence Section's primary responsibility is to collect, evaluate, display and disseminate incident information and status of resources. This Section functions as the primary support for decision-making to the overall emergency organization. This Section also provides anticipatory appraisals and develops plans necessary to cope with changing field events. During a disaster/emergency, other Section Chiefs, department heads, and EOC personnel will advise the Planning/Intelligence Chief on various courses of action from their departmental level perspective.

OBJECTIVES

The Planning/Intelligence Section ensures that safety/damage assessment information is compiled, assembled and reported in an expeditious manner to the various EOC sections, City departments and the Los Angeles County Operational Area via the Sheriff's Lomita Sub Station EOC or Watch Commander. The Planning/Intelligence Section is also responsible for the detailed recording (Documentation Unit) of the entire response effort and the preservation of these records during and following the disaster. The Planning/Intelligence Section will accomplish the following specific objectives during a disaster/emergency:

- Collect initial situation and safety/damage assessment information.
- Display situation and operational information in the Emergency Operations Center (EOC) using maps and visual aids.
- Disseminate intelligence information to the EOC Director, EOC Coordinator, Public Information Officer, General Staff and the Los Angeles County Operational Area via the Sheriff's Lomita Sub Station EOC or Watch Commander.
- Conduct mapping and recording operations.
- Prepare summary safety/damage assessment reports for dissemination to other sections, City departments, Cal EMA, FEMA and the Los Angeles County Operational Area via the Sheriff's Lomita Sub Station EOC or Watch Commander.
- Prepare required reports identifying the extent of damage and financial losses.
- Determine the City's post-event condition.
- Provide Planning/Intelligence support to other sections.
- Ensure accurate recording and documentation of the incident.
- Prepare the City's EOC Action Plan.
- Prepare the City's After-Action/Corrective Action Report.
- Prepare a post-disaster recovery plan.
- Maintain proper and accurate documentation of all actions taken to ensure that all required records are preserved for future use and Cal EMA and FEMA filing requirements.
- Acquire technical experts for special interest topics or special technical knowledge subjects.

ACTION PLANNING

Action plans are an essential part of SEMS and NIMS at all levels. Action planning is an effective management tool involving two essential items:

- A process to identify objectives, priorities and assignments related to emergency response or recovery actions.

- Plans which document the priorities, objectives, tasks and personnel assignments associated with meeting the objectives.

AFTER-ACTION/ CORRECTIVE ACTION REPORTS

The completion of After-Action Reports is a part of the required SEMS/NIMS reporting process. The Emergency Services Act, Section 8607(f) mandates that the California Emergency Management Agency (Cal EMA)in cooperation with involved state and local agencies, complete an After-Action Report within 120 days after each declared disaster.

Section 2450(a) of the SEMS Regulations states that "Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an After-Action Report to Cal EMA within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, section 2900(j)."

NIMS requires Corrective Action and Implementation Plans. Corrective action plans are designed to implement procedures that are based on lessons learned from actual incidents or from training and exercises.

Use of After-Action/Corrective Action Reports

After-Action Reports are made available to all interested public safety and emergency management organizations and serve the following important functions:

- A source for documentation of response activities.
- Identification of problems/successes during emergency operations.
- Analysis of the effectiveness of the components of SEMS/NIMS.
- Describe and define a plan of action for implementation of improvements.

The SEMS/NIMS approach to the use of After-Action/Corrective Action Reports emphasizes the improvement of emergency management at all levels. The After-Action/Corrective Action Report provides a vehicle for not only documenting system improvements, but also can, if desired, provide a work plan for how these improvements can be implemented.

PLANNING/INTELLIGENCE SECTION STAFF

The Planning/Intelligence Section Chief will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches/groups/units. The following may be established as the need arises:

- Resources Unit
- Situation Status Unit
- Business and Industry Liaison
- Documentation Unit
- Damage Assessment Unit
- Advance Planning Unit
- Recovery Planning Unit

- Demobilization Unit
- GIS Unit
- Ham Radio Data Analysis
- OARRS Operator
- Technical Specialist

The Planning/Intelligence Section Chief may activate additional branches/groups/units as necessary to fulfill an expanded role.

The Planning/Intelligence Section Chief is responsible for overseeing all demobilization post-disaster. All Planning/Intelligence staff will account for all equipment, personnel, and supplies at the end of any operation.

Planning/Intelligence Section Chief

The Planning/Intelligence Section Chief, a member of the EOC Director's General Staff, is responsible for the collection, evaluation, forecasting, dissemination and use of information about the development of the incident and status of resources. Information is needed to:

- Understand the current situation.
- Predict probable course of incident events.
- Prepare alternative strategies for the incident.

Resources Unit

The Resources Unit is responsible for maintaining detailed tracking records of resource allocation and use (resources available, resources assigned, resources requested but not yet on scene, "out-of-service" resources and estimates of future resource needs); for maintaining logs and invoices to support the documentation process and for resources information displays in the EOC. This Unit cooperates closely with the Operations Section (to determine resources currently in place and resources needed).

Situation Status Unit

The Situation Status Unit is responsible for the collection and organization of incident status and situation information. The Unit is also responsible for the evaluation, analysis and display of information for use by EOC staff.

Business and Industry Liaison

The Business and Industry Liaison is responsible for collecting situation status from business and industry leaders and to provide such representatives updates from the EOC to ensure open and direct communication with these sectors of the community.

Documentation Unit

The Documentation Unit is responsible for initiating and coordinating the preparation of the City's EOC Action Plans and After-Action/Corrective Action Reports; maintaining accurate and complete incident

files; establishing and operating an EOC Message Center; providing copying services to EOC personnel and preserving incident files for legal, analytical and historical purposes.

Damage Assessment Unit

The Damage Assessment Unit is responsible for maintaining detailed records of safety/damage assessment information and supporting the documentation process.

Advance Planning Unit

The Advance Planning Unit is responsible for developing reports and recommendations for future time periods and for preparing reports and briefings for use in strategy and/or planning meetings.

Recovery Planning Unit

The Recovery Unit is responsible for ensuring that the City receives all disaster/emergency assistance and disaster recovery costs for which it is eligible. The Unit is also responsible for all initial recovery operations and for preparing the EOC organization for transition to a recovery operations organization to restore the City to pre-disaster condition as quickly and effectively as possible.

Demobilization Unit

The Demobilization Unit is responsible for preparing a Demobilization Plan to ensure an orderly, safe and cost-effective release of personnel and equipment.

GIS Unit

The GIS Unit is responsible for providing Geographic Information Systems (GIS) information to the City EOC

Ham Radio Data Analyst

The Ham Radio Data Analyst is the intermediary between the Torrance Amateur Radio Association (TARA) Ham Radio Station and the EOC. All information gathered by TARA will be relayed to the analyst for analysis and to determine whom/where the information should be disseminated.

OARRS Operator

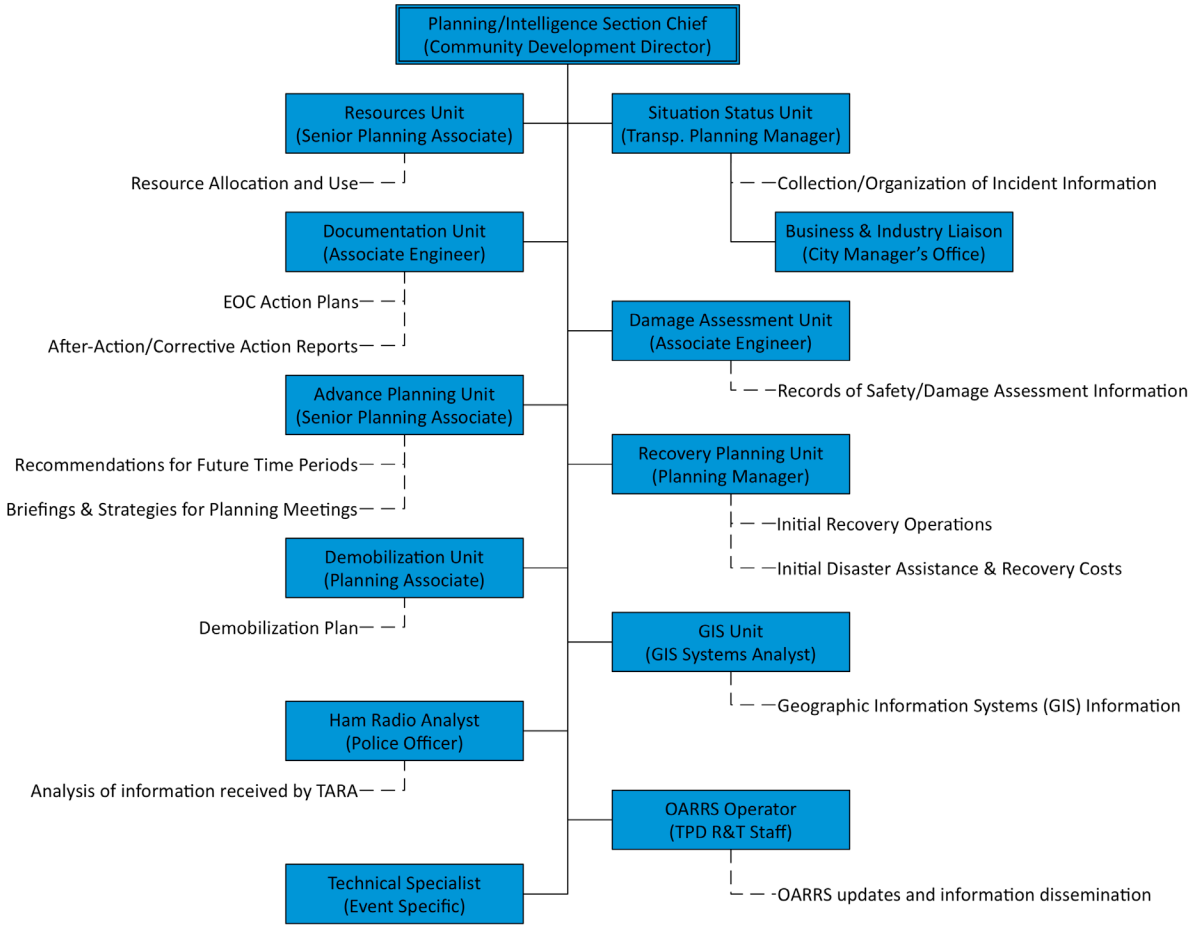
The OARRS Operator is responsible for the entering of information into Los Angeles County's Operational Area Response and Recovery System (OARRS). The position is also responsible for providing updates to the Situation Status Unit of pertinent information received from the County.

Technical Specialist

Technical Specialists are advisors with special skills needed to support a field or function not addressed elsewhere or by any other discipline. Technical Specialists (which may or may not be an employee of a public or private agency) may report to the Planning/Intelligence Section Chief; may function within an

existing unit such as the Situation Status Unit; form a separate unit if required or be reassigned to other parts of the organization, i.e. Operations, Logistics, or Finance/Administration.

FIGURE 3 - PLANNING/INTELLIGENCE SECTION ORGANIZATION CHART



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LOGISTICS SECTION

The Logistics Section's primary responsibility is to ensure the acquisition, transportation and mobilization of resources to support the response effort at the disaster sites, public shelters, EOCs, etc. This Section provides all necessary personnel, supplies and equipment procurement support. Methods for obtaining and using facilities, equipment, supplies, services and other resources to support emergency response at all operational sites during emergency/disaster conditions will be the same as that used during normal operations unless authorized by the EOC Director or emergency orders of the City Council.

OBJECTIVES

The Logistics Section ensures that all other sections are supported for the duration of the incident. Any personnel, equipment, supplies or services required by the other sections will be ordered through the Logistics Section.

The Logistics Section will accomplish the following specific objectives during a disaster/emergency:

- Collect information from other sections to determine needs and prepare for expected operations.
- Coordinate provision of logistical support with the EOC Director.
- Prepare required reports identifying the activities performed by the Logistics Section.
- Determine the City's logistical support needs and plan for both immediate and long-term requirements.
- Maintain proper and accurate documentation of all actions taken and all items procured to ensure that all required records are preserved for future use and Cal EMA and FEMA filing requirements.

LOGISTICS SECTION STAFF

The Logistics Section Chief will determine, based on present and projected requirements, the need for establishing specific and/or specialized units. The following units may be established as the need arises:

- Information Systems Branch
  - Communications Unit
  - Computer Systems Unit
- Personnel Branch
  - Volunteer Services Unit
  - Clerical Support Services Unit
- Support Branch
  - Facilities Unit
  - Procurement Unit
  - Transportation Unit

The Logistics Section Chief may activate additional units as necessary to fulfill an expanded role.

Logistics Section Chief

The Logistics Section Chief, a member of the EOC Director's General Staff, is responsible for supporting the response effort and the acquisition, transportation and mobilization of resources. Information is needed to:

- Understand the current situation.
- Predict probable resource needs.
- Prepare alternative strategies for procurement and resources management.

Information Systems Branch

The Information Systems Branch is responsible for managing all radio, data, and telephone needs of the EOC staff.

Communications Unit

The Communications Unit is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; installation and distribution of communications equipment to EOC and incident personnel; and the maintenance and repair of communications equipment.

Information Technology Unit

The Information Technology Unit is responsible for developing plans for the effective use of information technology equipment and facilities; installing and testing of computers, networks, and related equipment; distribution of information technology equipment to EOC and incident personnel; and the maintenance and repair of such equipment.

Personnel Branch

The Personnel Branch is responsible for obtaining, coordinating and allocating all non-fire and non-law enforcement mutual aid personnel support requests received; for registering convergent volunteers as Disaster Service Workers and for managing EOC personnel issues and requests.

Volunteer Services Unit

The Volunteer Unit is responsible for the management of the convergent volunteers; in the recruitment, registration as Disaster Service Workers, identification, training, placement of volunteers and management of volunteer personnel issues and requests.

Clerical Support Services Unit

The Clerical Support Services Unit is responsible for the obtaining, coordination and allocation all clerical support requests received and the management of clerical personnel issues and requests.

Support Branch

The Support Branch is responsible for the development and implementation of logistics plans in support of the Incident Action Plan (IAP). The Support Branch Director supervises the operations of the Procurement, Facilities and Transportation Units.

Procurement Unit

The Procurement Unit is responsible for obtaining all non-fire and non-law enforcement mutual aid materials, equipment and supplies to support emergency operations and arranging for delivery of those resources. The Procurement Unit is responsible for administering all financial matters pertaining to purchases, vendor contracts, leases, fiscal agreements and tracking expenditures. The Procurement Unit is responsible for identifying sources of equipment, preparation and signing equipment rental agreements, and processing all administrative paperwork associated with equipment rental and supply contracts, including incoming and outgoing mutual aid resources. The Procurement Unit is also responsible for ensuring that all records identify scope of work and site-specific work location.

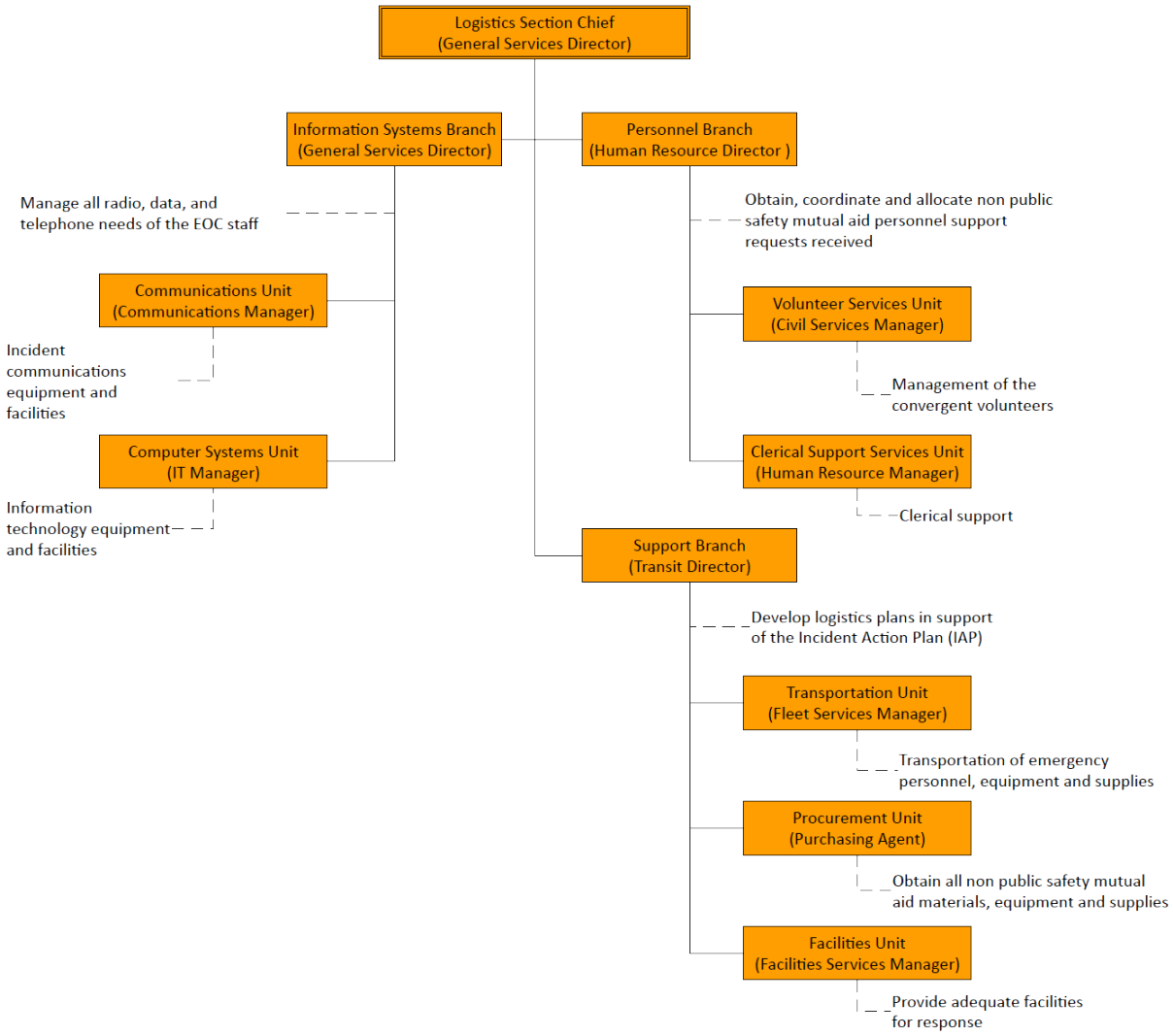
Facilities Unit

The Facilities Unit is responsible for ensuring that adequate facilities are provided for the response effort, including securing access to the facility and providing staff, furniture, supplies and materials necessary to configure the facility in a manner adequate to accomplish the mission.

Transportation Unit

The Transportation Unit is responsible for transportation of emergency personnel, equipment and supplies and for coordinating the Disaster Route Priority Plan.

FIGURE 4 - LOGISTICS SECTION ORGANIZATION CHART



FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section's primary responsibility is to maintain to the greatest extent possible the financial systems necessary to keep the City functioning during a disaster/emergency. These systems include:

- Payroll
- Payments
- Revenue collection
- Claim processing
- Cost recovery documentation

The Section also supervises the negotiation and administration of vendor and supply contracts and procedures.

The extent of the disaster/emergency will determine the extent to which the Finance/ Administration Section will mobilize. In a low-level emergency, only part of the section will mobilize. In a wide-spread disaster that damages communications and systems, the entire section will mobilize.

OBJECTIVES

The Finance/Administration Section acts in a support role in all disasters/emergencies to ensure that all required records are preserved for future use and Cal EMA and FEMA filing requirements through maintenance of proper and accurate documentation of all actions taken. Depending on the type of emergency, the Fire, Police or Public Works departments will have the principal role in directing the City's overall response efforts. To carry out its responsibilities, the Finance/Administration Section will accomplish the following objectives during a disaster/emergency:

For all disasters/emergencies:

- Notify the other sections and City departments that the Disaster Accounting System is to be used for the disaster/emergency.
- Determine the extent to which the City's computer systems are accessible and/or usable.
- Determine if the City's bank can continue handling financial transactions.
- Maintain, as best possible, the financial continuity of the City (payroll, payments and revenue collection).
- Disseminate information about the Disaster Accounting System to other sections and departments as necessary.
- Upon declaration of a disaster by the State and/or Federal Governments, coordinate with disaster agencies to initiate the recovery process of the City's costs.
- Coordinate with the other sections and departments the collection and documentation of costs pertaining to the disaster/emergency.
- Coordinate with the disaster assistance agencies for the required inspections, documentation, audits and other necessary work in order to recover costs.

For disasters/emergencies where the City's computer systems and bank are accessible and usable:

- Inform the other sections and City departments that the payroll and payments processing will be handled on a "business-as-usual" basis except that the Disaster Accounting System will be used for disaster/emergency-related costs.

For disasters/emergencies where the City's computer systems and/or bank are either inaccessible or unusable for a short period of time; i.e., less than one week:

- Inform the other sections and City departments that payroll and payments will be on hold for a short time and that processing will continue on a normal basis as of a specified date.

For disasters/emergencies where the City's computer and/or bank systems are either inaccessible or unusable for an extended period of time; i.e., one week or more:

- Inform the other sections and City departments that disaster accounting procedures will be necessary for the next payroll and all critical payments.
- Activate other Finance/Administration Section Units as necessary.

FINANCE/ADMINISTRATION SECTION STAFF

The Finance/Administration Section Chief will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches/groups/units.

- Cost Recovery Documentation Unit
- Time Unit
- Purchasing Unit
- Compensation/Claims Unit
- Cost Analysis Unit

The Finance/Administration Section Chief may activate additional branches/groups/units to fulfill an expanded role if necessary.

Finance/Administration Section Chief

The Finance/Administration Section Chief supervises the financial support, response and recovery for the disaster/emergency; ensures that the payroll and revenue collection process continues and activates the Disaster Accounting System.

Cost Recovery Documentation Unit

The Cost Recovery Documentation Unit should be activated at the onset of any disaster/ emergency and is responsible for maintaining the Disaster Accounting System and procedures to capture and document costs relating to a disaster/emergency in coordination with other sections and departments. The Unit also acts as liaison with the disaster assistance agencies and coordinates the recovery of costs as allowed by law. Maintenance of records in such a manner that will pass audit is also an extremely

important task of this Unit. Accurate and timely documentation is essential to financial recovery. This unit will work closely with the Planning Section Documentation Unit in the City EOC and also with each of the individual department's documentation units.

Time Unit

The Time Unit is responsible for tracking hours worked by paid personnel, volunteers, contract labor, mutual aid and all others and ensuring that daily personnel time recording documents are prepared and compliance to agency's time policy is being met. The Time Unit is responsible for ensuring that time and equipment use records identify scope of work and site-specific work location consistent with initial safety/damage assessment records, sites and Project Worksheets (formerly known as Disaster Survey Reports). The Time Unit will work closely with each of the individual department's payroll personnel.

Personnel time and equipment use records should be collected and processed for each operational period as necessary. Records must be verified, checked for accuracy and posted according to existing policy. Excess hours worked must also be determined and separate logs maintained. Time and equipment use records must be compiled in appropriate format for cost recovery purposes.

Purchasing Unit

The Purchasing Unit is responsible for administering all financial matters pertaining to purchases, vendor contracts, leases, fiscal agreements and tracking expenditures. The Purchasing Unit is responsible for identifying sources of equipment, preparation and signing equipment rental agreements, and processing all administrative paperwork associated with equipment rental and supply contracts, including incoming and outgoing mutual aid resources. The Purchasing Unit is also responsible for ensuring that all records identify scope of work and site-specific work location. The Finance Purchasing Unit supports the Logistic Section Procurement Unit by providing accounting and financial coding and other accounting support.

Compensation/Claims Unit

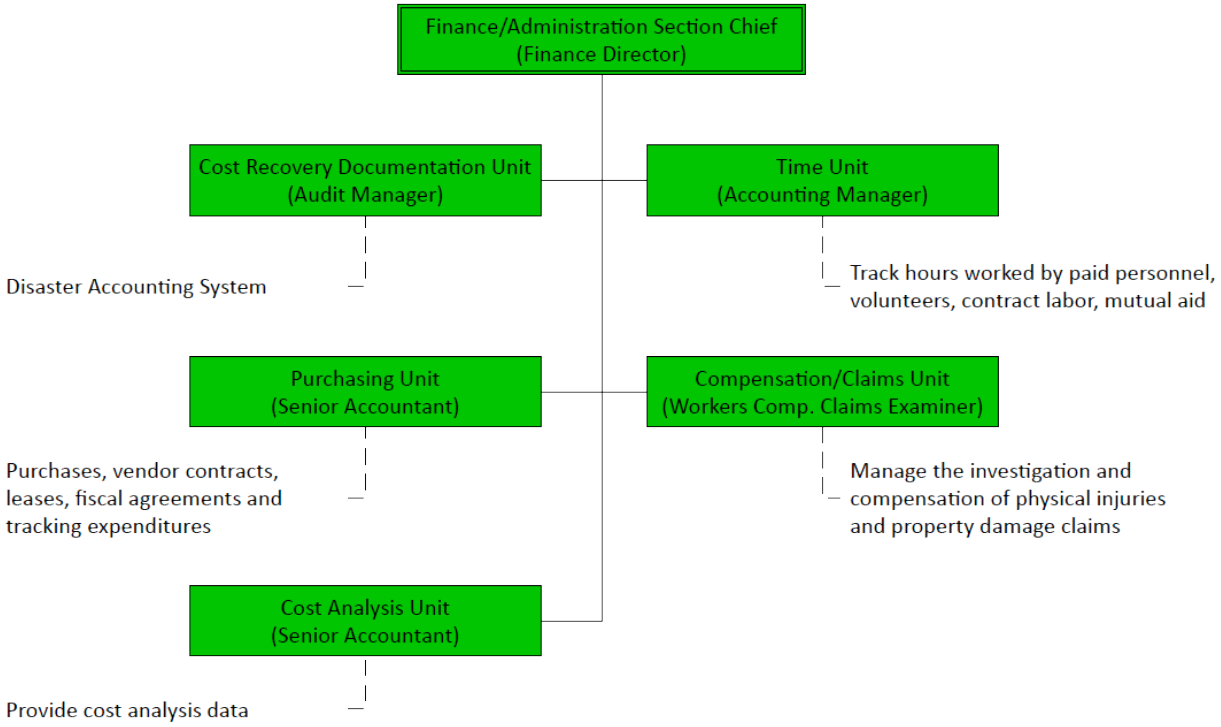
The Compensation/Claims Unit is responsible for managing the investigation and compensation of physical injuries and property damage claims involving the City of Torrance arising out of an emergency/disaster, including completing all forms required by worker's compensations programs and local agencies, maintaining a file of injuries and illnesses associated with the incident and for providing investigative support of claims and for issuing checks upon settlement of claims. The Compensation/Claims Unit will work closely with the Logistics Section Personnel Branch.

Cost Analysis Unit

The Cost Analysis Unit is responsible for providing cost analysis data for the incident to help the planning and recovery efforts. The Unit must ensure that all pieces of equipment and personnel that require payment are properly identified; obtain and record all cost data; analyze and prepare estimates of incident costs and maintain accurate records of incident costs.

The Cost Analysis Unit will be increasingly tasked to support the planning function in terms of cost estimates of resources used. The Unit must maintain accurate information on the actual costs for the use of all assigned resources.

FIGURE 5 - FINANCE/ADMINISTRATION SECTION ORGANIZATION CHART



PART THREE - HAZARD ANNEXES

The following threat assessments identify and summarize the hazards that could affect the City.

Major Earthquake Annex
Flooding Annex
Fire Annex
Transportation Annex: Train Derailment
Civil Unrest Annex
Petroleum Shortage Annex
Landslide Annex
Public Health Emergency (Pandemic) Annex
Hazardous Materials Annex
Dam Inundation/Reservoir Failure Annex
Transportation Annex: Air Crash
Transportation Annex: Trucking Incident
Terrorism Annex
National Security Emergency Annex
Tsunami Annex

Each annex contains hazard specific plans, operational plans, and general standard operating procedures. The intended audience is the EOC staff.

This part of the EOP contains confidential and sensitive information. To maintain the safety and security of the citizens of Torrance this portion of the plan is not a public document.

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PART FOUR - EOC FORMS

The following forms are included in Part Four of the EOP. These forms are based on FEMA's ICS form series and are columniation of staff's effort to standardize the reporting process within the EOC. The intended audience is the EOC staff.

EOC 200 - EOC Action Plan
EOC 203 - Organization Assignment List
EOC 205 - Incident Communications Plan
EOC 207 - EOC Organization Chart
EOC 220 - EOC Diagram
EOC 221 - Management Objectives
EOC 222 - Operations Objectives
EOC 223 - Planning & Intelligence Objectives
EOC 224 - Logistics Objectives
EOC 225 - Finance Objectives
EOC 226 - After Action & Corrective Actions
EOC 227 - Emergency Press Information Log
EOC 228 - PIO Status Form
EOC 229 - EOC Visitation Request Form
EOC 231 - Section Activity Log
EOC 232 - Branch Activity Log
EOC 233 - Unit Activity Log
EOC 234 - Individual Activity Log
EOC 235 - Message Form
EOC 236 - Resource Request Form
EOC 237 - Daily Shelter Activity Form
EOC 238 - Procurement Form
EOC 240 - Incident Work Report
EOC 241 - 3DC Incident Work Report Log
EOC 242 - Incident Status Report
EOC 243 - Incident Report - General Public
EOC 244 - EOC Incident Summary
EOC 245 - Initial Damage Estimate
EOC 246 - Situation Status
EOC 247 - ADC Incident Message Form
EOC 280 - Body Identification Sheet

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PART FIVE - ACRONYMS AND GLOSSARY

Within this section are over 300 acronyms and 450 definitions of commonly used terms related to emergency management. The intended audience is the EOC staff and it serves as a reference during stressful situations.

Some commonly used acronyms used in this emergency management include:

ADA	Americans with Disabilities Act
ADC	Area Disaster Centers
ADT	Animal Disaster Team
ARC	American Red Cross
CALDAP	California Disaster Assistance Program
Cal EMA	California Emergency Management Agency (Formerly know as the Office of Emergency Services [OES])
CalTrans	California Department of Transportation
CALWAS	California Warning System
CBO	Community Based Organization
CDAA	California Disaster Assistance Act
CERT	Community Emergency Response Team
CESFRS	California Emergency Service Fire Radio System
CESRS	California Emergency Services Radio System
CHP	California Highway Patrol
CLEMARS	California Law Enforcement Mutual Aid Radio System
CLERS	California Law Enforcement Radio System
CLETS	California Law Enforcement Telecommunications System
DA	Damage Assessment
DAC	Disaster Application Center
DHS	Department of Homeland Security
DOT	Department of Transportation
EAS	Emergency Alert System
EDIS	Emergency Digital Information System
EMS	Emergency Medical Services
ENN	Emergency News Network
EOC	Emergency Operations Center
EOP	Emergency Operating Procedures
EOP	Emergency Operations Plan
EPI	Emergency Public Information
EPIC	Emergency Public Information Center
ESC	Emergency Services Coordinator or Earthquake Service Center
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
Haz Mit	Hazard Mitigation (Safety measures taken in advance to lessen future damage)
HSAS	Homeland Security Advisory System
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post

ICS	Incident Command System
JDIC	Justice Data Interface Controller
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
MACS	Multi-agency Coordination System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NCS	National Communications System
NIMS	National Incident Management System
NRP	National Response Plan
NVOAD	National Voluntary Organizations Active in Disaster
NWS	National Weather Service
OA	Operational Area
OARRS	Operational Area Response and Recovery System
OASIS	Operational Area Satellite Information System
OEM	Office of Emergency Management
PA	Public Affairs or Public Assistance
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
REOC	Regional Emergency Operations Center
RIMS	Response Information Management System
ROC	Regional Operations Center
SA	Salvation Army
SAR	Search and Rescue
SEMS	Standardized Emergency Management System
SITREP	Situation Report
SOC	State Operations Center
SOP	Standard Operating Procedure
TARA	Torrance Amateur Radio Association
TWS	Tsunami Warning System
UC	Unified Command
USAR	Urban Search and Rescue
WMD	Weapons of Mass Destruction.